

JAN 1 1927

TWENTY CENTS

Sales Management

For The Man in Charge of Sales and Advertising
JANUARY 8, 1927



(Above) EDWARD FRESCHL, President, Holeproof Hosiery Company

Beginning

**"THE NEW SCIENTIFIC SALES
MANAGEMENT"**

The First of a Series of Articles by Charles W. Hoyt

A DARTNELL PUBLICATION



And I thought Jim was a Loafer!

“UNTIL about six months ago it used to take Jim much longer to cover his territory than it does now. His customers were continually asking for prices and other information, while their orders in between Jim’s calls were falling off.

But that was before we adopted the Heinn Loose-Leaf Catalog System. Now Jim seems to have taken a new lease on life!

He gets around his territory much faster and is turning in more orders right along. What’s more, the dealers in his territory send in mail orders regularly.

Jim says the loose-leaf catalog has turned the trick. He uses it to the utmost and has taught his dealers to do likewise. It saves his time and the dealers, too.

The new catalog makes it unnecessary for him to carry sample cases, and it keeps both Jim and the dealers posted on price changes, new items and other important information on our line. And both Jim and the dealers are sold 100% on our service!”



If you would increase the efficiency and enthusiasm of the "Jims" on your sales force, let us show how you can profitably use Heinn Loose-Leaf Catalog Binders. Write for complete information, today, without obligation.

THE HEINN COMPANY

Originators of the Loose-Leaf System of Cataloging

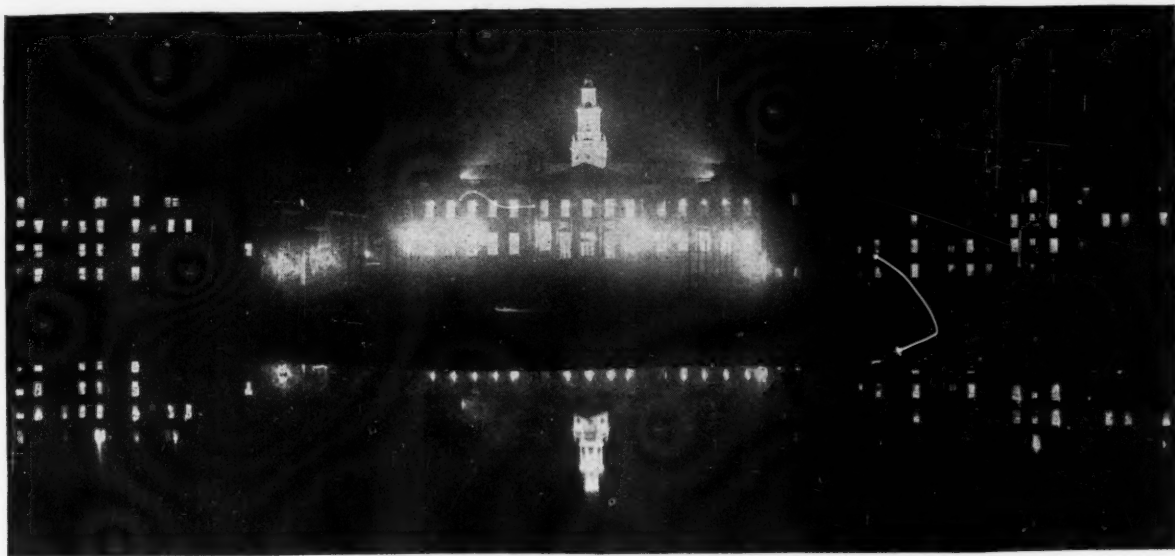
349 Florida Street

Milwaukee, Wis.

HEINN BINDERS

~ day ~ by ~ day catalogs
that last year ~ after ~ year





An interesting view of the central building of the new group presented to the Harvard Graduate School of Business Administration by George F. Baker on June 4, 1927, before a gathering of more than 3,000 people, including many of America's most distinguished financiers, educators, editors, and captains of industry.

Unexplored Areas of Business

*From the Dedicatory Address by OWEN D. YOUNG
Chairman of the Board, General Electric Company*

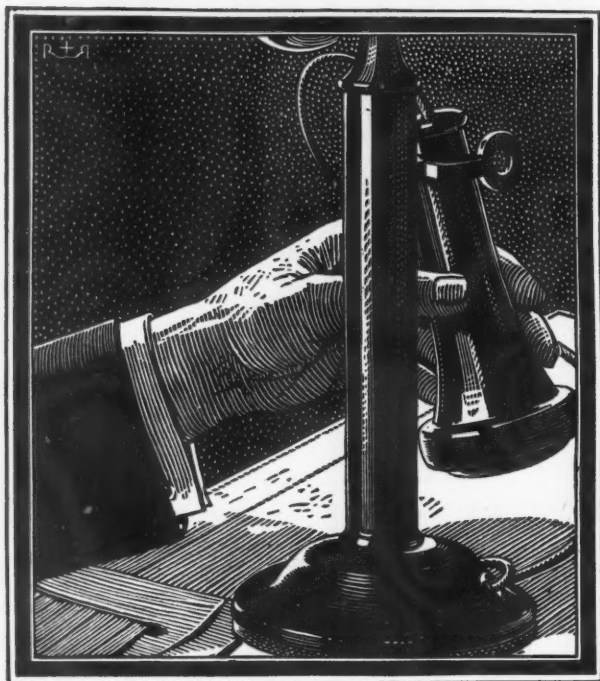
THE leaders of our business are in large measure the trustees of our opportunities. In the effort to expand these opportunities business has traversed the geographical areas of the world. She has explored its most remote corners to locate new materials and new markets. No unknown place of any consequence, in the geographical sense, is left on this globe. What opportunities then are ahead? Why is this trusteeship of business so important?

It is so because there are new explorers at work, bringing into the area of possible business operation fields vastly greater than any geographical explorers found. I refer to the research workers in pure science, who are pushing back the horizon and vastly enlarging our fields of knowledge. New materials are being put into our hands from the most un-

expected as well as most commonplace quarters. New forces, heretofore undreamed, are shown to be available.

ICAN see a picture of these adventurers in pure science moving out into unknown fields as the great geographical explorers set sail for unknown lands. Following them are the applied scientists learning how to use the new forces, just as the early settlers followed the old adventurers. Finally, business organizes itself to harness those forces and put them to work, just as business built itself on the simple activities of our forefathers. Never were opportunities so great as now. Never did unexplored areas seem so vast. Never was there a more responsible trusteeship needed for the discovery of new opportunities or for the administration of the existing powers.

Bought 500,000 feet of lumber . . . 1000 miles away



MANY OTHER LUMBER COMPANIES have like experiences. For example, Atlanta: "... Looking over a list of our stock yesterday, saw an item we thought one of our customers might want. Decided to call by Long Distance. Expense, possibly \$3.50 Developed an order for 5 cars of lumber."

From Nashville: "... Last week we secured a 5-car order by telephone from one of our Louisville customers ... this week 3 cars to a Knoxville connection." Jackson, Mississippi: "... A few weeks ago we sold a quarter-million feet of lumber over the telephone to Toronto,

A MEMPHIS LUMBER firm's representative called at the office of a buyer a thousand miles away. He found him in the market for a half-million feet of lumber. He wired this news to his company. They called him at once by long distance telephone, catching him before he left the prospective buyer's office. . . When the receivers were hung up, the deal had been closed.

Canada." Mobile: "... We do over 80% of our lumber buying over the long distance phone." Memphis: "... For quick action, for learning the last-minute status on any out-of-town situation, and in effecting satisfactory adjustments, nothing we know of will take the place of long distance service."

For good results, quick, try long distance calls. They'll usually cost less than you think. . . . Number, please?

BELL LONG DISTANCE SERVICE



The Business ALMANAC for July

1 The consolidation of seven domestic express companies creates The American Railway Express Company, 1918.

2 The Equitable Life Assurance Society, New York City, files plans for a 62-story building with the city council, 1908. A barge moves against the current in the Thames, London, under its own steam power, being the first engine-propelled boat on the river, 1801.

3 The fiscal year, 1908, registers a treasury deficit of \$60,000,000 caused by the panic of 1907.

4 Ground is broken on the Illinois-Michigan canal, 1836, which will be a link in the grand waterway from the Great Lakes to the Gulf of Mexico. Officials of the new Baltimore and Ohio Railroad lay the first ties and rails at Baltimore, with appropriate ceremony, 1828.

5 The Great River and Harbor Convention meets at Chicago with delegates from the Mississippi Valley to start the long fight for improved inland shipping facilities, 1847. The silk industry gets a start in England when James I provides a special building for his pet silkworms, 1623.

6 Congress rules out English pounds and shillings, 1785, in decreeing that money shall be measured by units of ten.

8 Sir Samuel Morland sets up the first public drinking fountain by sinking a well in his backyard at Hammersmith, London, and dispensing its waters to all-comers free of charge, 1685.

9 The first military telegraph between Santa Fe, New Mexico, and Fort Leavenworth, Kansas, is completed, 1869.

10 The Government opens its legal fight with the Tobacco Trust, 1907, by filing charges of monopoly against the American Tobacco Company.

11 The Big Four Railroad, paralyzed by the Pullman Strike, drops 6,000 employees and decides to use Wagner Palace Cars exclusively, 1894.

12 The Cunard steamship Lusitania becomes first 25-knot vessel on the Atlantic, having made an average speed of 25.01 knots an hour, 1908.

for JULY, 1927

The Business Outlook



The Business Weather Map signals an unusual business situation

WHILE activity is forecast at favorable levels during the fall, the anomaly of declining commodity prices accompanying activity has narrowed profit margins. The result is an exceptionally spotty situation underlying the activity.



The Most Discussed Factor is the unusual weather and the floods

ON page 22 there is a thorough discussion of those aspects of the deplorable Mississippi floods which are of exceptional interest to every one in business.



The Most Favorable Factor is the high buying power prevailing

WHATEVER discouraging elements there may be in the underlying trend, the ease of money and the excellent buying power which consumers enjoy in most sections, continue to dominate them. Read "Nomadic America's \$3,300,000,000 Market" on page 18 for a case in point.



The Most Unfavorable Factor is the narrowness of profit margins

THE unusual problems which grow out of the decline of commodity prices accompanying the general current activity include a narrowing of profit margins that makes exception-



To bank where enterprises of proved stability transact their business is to capitalize their good judgment and to associate yourself with the tradition of success.

PRESTIGE

Through 58 years of conservative banking in association with leading correspondent and commercial institutions, the name of the Union Trust Company has come to represent those qualities of competency and integrity with which organizations of the highest standing associate themselves.



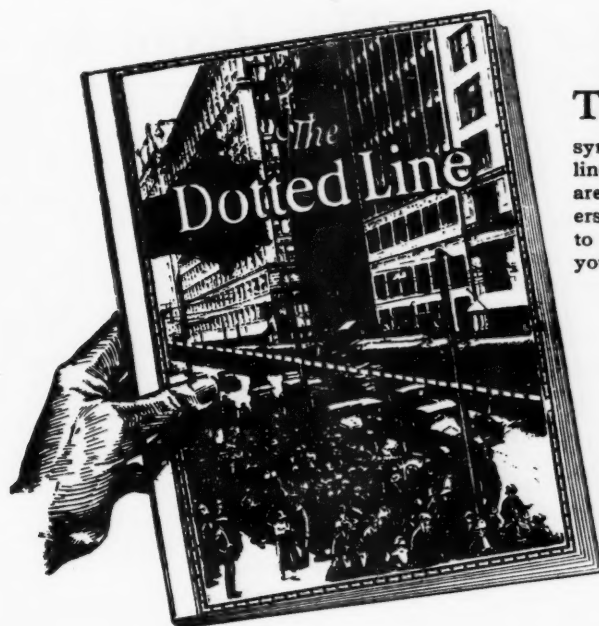
FREDERICK H. RAWSON
Chairman of the Board

HARRY A. WHEELER
President

UNION TRUST COMPANY CHICAGO

Offering the Seven Essentials of a Banking Home

SAFETY SPIRIT EXPERIENCE CALIBER CONVENIENCE COMPLETENESS PRESTIGE



The Dotted Line

symbolizes the sale. Dotted line results from advertising are those that bring customers into the store and up to the counter to ask for your goods.

The tips in this book will aid the advertiser to win the Chicago Market

No matter what you are selling you can be well advised by Chicago's retail space buyers. They are interested in "dotted line" results in cash sales from every line of advertising.

CHICAGO'S "Loop" is the greatest retail market in the world . . . nowhere else can be found concentration of such volume . . . \$275,000,000 yearly.

If there are any short-cuts to success in a market, certainly the retail merchants know them.

It is most significant that department stores in Chicago, whether in the "Loop" or in outlying districts, depend more on The Daily News than on any other Chicago paper to move merchandise.

In the first eleven months of 1926 more than 40% of all the department store line-age used in Chicago papers, *Daily and Sunday*, appeared in The Daily News . . . MORE THAN TWICE the volume any other daily or Sunday paper carried.

Why is The Daily News so important a factor in selling goods in Chicago? What conditions exist to justify this overwhelming preference of retail merchants?

Write Today for the Answer

This significant book, "The Dotted Line," gives a dramatic and timely picture of the advertising and merchandising situation in Chicago. If you are selling or plan to sell goods in Chicago, you can benefit by knowing the methods used by those who are already successful. A copy will be sent free to business executives who write for it on their business stationery. Address The Daily News, 15 North Wells St., Chicago.

THE CHICAGO DAILY NEWS

First in Chicago

Member of the 100,000 Group of American Cities

Advertising Representatives:

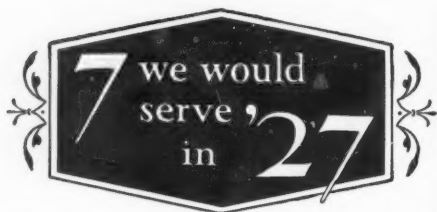
NEW YORK
J. B. Woodward
110 E. 42d St.

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

DETROIT
Woodward & Kelly
Fine Arts Building

SAN FRANCISCO
C. Geo. Krogness
253 First National Bank Bldg.

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Following our advice to clients, our own 1927 sales program is planned to give more intensive attention to our most promising prospects.

This program is designed to establish relations with seven companies, whose marketing problems require the type of service we are especially qualified, by experience and facilities, to provide. They are:

- 1 One whose product is too large for salesmen to carry and who, therefore, has the problem of giving prospects a clear understanding of its features and performance.
- 2 One whose market is geographically localized by weight, by installation and service requirements or by other restrictions.
- 3 One who must develop dealers' interest in a line already on their shelves and who must aid them in applying sound merchandising methods to increase the turnover.
- 4 One with a product whose marketing involves securing the influence of architects, physicians or other professional groups.
- 5 One with a product the purchase of which calls for a considerable capital investment, therefore, requiring an effective presentation of financial or economic considerations.
- 6 One whose product must be presented to the different executives of an industrial organization, with a clear perception of their buying habits and functional relations.
- 7 One whose product must have a specialized presentation for each of the various industries that comprise its market.

Such are seven companies we can help during 1927. If you are confronted with one of these problems, we will bring to the discussion, at your request, a breadth of experience and a specialized knowledge.

EVANS-WINTER-HEBB Inc. Detroit
816 Hancock Avenue West



The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

This Issue at a Glance

ADVERTISING

National advertising successfully conducted by the manufacturers of milk bottles and milk bottle caps demonstrates that there is no product too dull to be advertised. Page 42.

BRANCH MANAGER'S COMPENSATION

By basing compensation for branch managers on profits instead of sales, the Dictograph Products Corporation of New York effected a big improvement in its branch management methods. Details of the plan and the results it has brought are outlined by William E. Snodgrass, vice-president of the company. Page 21.

DIRECT ADVERTISING

The Wynns Tire and Rubber Company of Los Angeles has built up a substantial business in tires with the help of a "Purchasing Agent's Guide" which is furnished to all their customers. How this book is built, and the service which makes it valuable, are outlined in an article by Ruel McDaniel. Page 55.

The Bartles-Maguire Oil Company launched a successful dealer bulletin and put on two successful direct mail drives during 1926. What these direct mail ideas did for their sales plan and the direct results they brought in sales, are described by J. M. McLaughlin, vice-president of the company, in an article on page 35.

GENERAL

The leading article in this issue begins Charles W. Hoyt's series on "The New Scientific Sales Management." In it he discusses salesmen and sales managers of yesterday, and points out the great opportunities for today and tomorrow which lie in the field of marketing and distribution. Page 15.

"Is the Automobile Industry Facing a Crisis in Selling?" inquires Eugene Whitmore in an article on page 17. In it he raises the question as to whether the time isn't now ripe for less sales pressure in the automobile industry, and more constructive effort toward bettering driving conditions.

In an article, "The Hurly Burly Manufacturing Company," Morgan P. Wood points out that there are many concerns which are literally "too busy" to reach a high point of efficiency in management and selling. He points out the necessity for having "Thinking Time." Page 58.

More letters are printed in this issue from sales executives giving opinions as to sales possibilities for 1927. Page 62.

When Hudson-Essex were ready to put some new models of automobiles on the market they faced the problem of all automobile manufacturers, of getting rid of the old models in stock, in a short time. By announcing exactly what was taking

place and holding a nation-wide "bargain sale," the desired results were accomplished, thus breaking an old tradition in the automotive industry. Page 65.

JOBBER PROBLEMS

An old New England company was suffering seriously from a lack of a definite sales policy, when it was taken over by a man who knew how to sell scientifically. How he re-made the company's distribution plan by choosing jobbing outlets for their strategic sales value, is described by E. S. Sanger on page 39.

LEGAL MATTERS

Few sales executives know that there are certain conditions under which a house is liable for a salesman's acts and claims so long as he is acting within the scope of his employment. Some cases of this nature which have come to court are described on page 50.

MARKETS

A Dartnell reporter made a first-hand investigation of the Oklahoma farm market recently, and his report of what he found is on page 24.

PRICE MAINTENANCE

Among the echoes from various quarters on the price maintenance question is the \$10,000 prize contest conducted by Lehn & Fink for a "price peace plan." The award has been made, and it is described by Roy W. Johnson on page 27.

SALES CONTESTS

The Milwaukee branch of the United States Rubber Company runs sales contests throughout the year. Howard T. Ott, manager of the branch, tells why he believes in contests as sales stimulants, and describes some successful contest plans he used during 1926. Page 31.

SALES POLICY

That big opportunity may lie in little products is demonstrated in the history of the Campfire marshmallow. Within the short space of three years The Campfire Company has run sales up to twenty tons a day. Sales and advertising policies of the company are discussed in an interview with Ralph P. Hammond, sales manager. Page 18.

Some simple and effective plans for keeping the stockholders sold are used by Swift and Company, meat packers of Chicago. They are described on page 64.

"Are You Really Working Your Market or Scratching the Surface?" is the title of an article on page 23 in which the experiences of the Taylor Instrument Company, Waters-Genter Corporation, Todd Protectograph Company, and others are cited to show how new outlets for more sales were opened up through "junior" models of machines, finding new uses for established products, and so forth.

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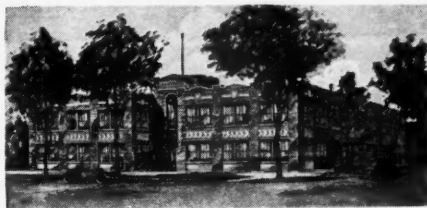
Sales Management

For the Man
in Charge of Sales

VOLUME TWELVE

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News Stand Copies: This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the news stands of the principal hotels.

Closing Dates for Advertising: Published every other Saturday. In circulation preceding Thursday. Closing date for O. K. of proofs, twenty days before date of issue; final closing ten days before date of issue.

More Orders Less Cost

Whether you sell through salesmen or direct by mail, here is a way to get more orders from the same effort—more orders at less cost per order.



The 2 in 1 Worco Combined Order Blank and Envelope increases orders because it decreases resistance.

The order-pulling power of these combined order-blank-envelopes has been proved, over and over again, by many concerns, large and small, who have used them successfully for years.

The Worco 2 in 1 makes the dealer *Want Book* your *Order Book*; it teases orders from direct by mail prospects; it spurs to instant action on timely offerings or quick-clean-up sales.

It is economical to burn your present stock of order blanks and pep up your sales, *at once*, with Worco Blanks.

Let us tell you why and give you some interesting figures about the knack of getting orders.

—fire this coupon in to

THE
WORKMAN
MANUFACTURING COMPANY

1206 WEST MONROE STREET, CHICAGO

Gentlemen: Please send me, without obligation, information on "The Knack of Getting Orders."

INDIVIDUAL

FIRM

ADDRESS

(3473)



Courtesy The Pullman Company

JAMES T. DOWNEY, president of the Chicago Elevated Advertising Company, president of the Universal Vending Service Company, president of the Motor Coach Advertising Service, Inc., and vice-president of the Street Railways Advertising Company, died at his Chicago apartment a few weeks ago of acute indigestion. Mr. Downey entered the advertising business as general manager of George Kissam and Company. For sixteen years he was connected with the street railways advertising ventures of Barron G. Collier, of New York City.

ARTHUR H. DEUTE, formerly general sales manager of the Borden Company, is planning to leave within the next few weeks on a trip to South and Central America. Upon his return he will become associated with Barton, Durstine and Osborn, Inc., New York advertising agency.

J. A. MITCHELL has succeeded W. L. Stickney as sales manager of McKesson and Robbins, Inc., following the consolidation of that company with Girard and Company, of Bridgeport, Connecticut. The Erickson Company, New York agency, has been given the advertising account.

At a recent meeting of the stockholders of the George Batten Company, Inc., MAURICE COLLETTE and R. J. HAYWARD were elected to the directorate. C. Taylor Adams, William B. Benton, T. O. Grisell and Carleton L. Spier will be admitted to the firm as stockholders, it is also announced.

The Peerless Motor Car Company announces the appointment of FRANK GOSS as special sales executive. Mr. Goss has been associated with the automobile business since 1912 as branch manager, sales representative and distributor.

ORTON W. BARTLETT has been made vice-president of the Sanitary Scale Company, of Chicago, following a number of years service as vice-president and sales manager of the National Bank of the Republic, sales manager of the American Slicing Machine Company and western manager of Coral Gables, Inc.

Several hundred prominent figures in the engineering and electrical industries

attended the testimonial dinner given James H. McGraw on December 17 on the occasion of his birthday marking forty years of service to industry.

ROBERT S. GHISELIN has resigned his position as assistant to the president in charge of sales of the Wayne Knitting Mills, of Fort Wayne, Indiana, to become vice-president of George J. Kirkgasser and Company, Chicago advertising agency. Mr. Ghiselin was formerly in charge of sales and advertising for Morris and Company, Chicago packers, and divisional manager of food and bakery supplies for the Van Camp Products Company.

C. C. LEININGER has resigned his position as sales manager of the Mennen Company.

R. L. WILKINSON, assistant sales manager of the Cincinnati Rubber Manufacturing Company, of Cincinnati, Ohio, has taken a new position with the Electric Hose and Rubber Company, of Wilmington, Delaware.

G. W. HOUSE has been made vice-president and general manager of the Glidden Company of California, succeeding W. J. Bland. H. R. DINGER has been appointed assistant regional director of the company.

NORMAN HEFFRON, for a number of years advertising manager of the Holeproof Hosiery Company, has joined the staff of the Geyer Company, Dayton, Ohio, advertising agency, as account executive. JOHN O. ARMSTRONG of the editorial department of the *Detroit Times*, has become a member of the agency's publicity department.

Effective January 1, ALBERT GLEISER became manager of the Paris office of the *Christian Science Monitor*. He has represented prominent American companies in London, France, Switzerland and Spain.

The Botsford-Constantine Company, advertising agency of San Francisco, Portland and Seattle, announces the election of STANLEY G. SWANSBERG as vice-president. Mr. Swansberg, who for six years was vice-president of the Mitchell-Faust Advertising Company, of Chicago, will be at the San Francisco offices of the company.

Sales Management

A DARTNELL  PUBLICATION

VOLUME TWELVE

CHICAGO, JANUARY 8, 1927

NUMBER ONE

The Marketing Age

IN 1912, when the first edition of the writer's book, "Scientific Sales Management," was written, the business of the sales manager was in an embryonic condition. We were just beginning to feel the need for a better sort of marketing. In that first edition I talked about two kinds of salesmen, but I made no mention as to the different varieties of sales managers. In those days we had two kinds of salesmen.

Salesmen of Yesteryear

There was the old kind known as the "big me" specie. He was the "little you" (meaning the house) sort. He was the sort of salesman who ran his own affairs in his own way. He knew more about his job than any of his bosses. He sold goods in the way that he had learned by tradition or by intuition. He made his own plans. He used his own methods.

There was the other sort of salesman who looked to his house for help and cooperation. This man was willing to do things the right way, using the right methods, and he expected or waited for his house to tell him what those methods were. He was willing to use the tools his house provided him. Unfortunately, at about that time, few business firms believed it was necessary to provide the salesman with tools. The majority of business houses that

The First of a Series of Articles to Appear During 1927 on "The New Scientific Sales Management"

By CHARLES W. HOYT

employed salesmen thought their duty was ended if they provided the salesman with a set of samples and paid him his commission or salary regularly. This, of course, was the reflection of the sales manager's attitude. Indeed, in many houses of size it was difficult to find anybody who was really a sales manager. The business of directing the marketing through salesmen was often a side line with somebody who had another position.

Changing Commercial History

In those days the management in manufacturing establishments believed, and probably correctly, that the important piece of work to be done was manufacturing. It was a manufacturing age. In wholesale houses, it was the buying which occupied the center of the stage. It is probable that in the time to come we shall refer to the period from 1900 to 1920 as the manufacturing age. It is that age which created the so-called captains of industry.

But surely because of things which will be shown in these articles, the age from 1920 to possibly 1950, although it may end before that time, will be called the

marketing age. The men who achieve success in this period may well be called merchant princes as contrasted with the captains of industry of the former age. The men engaged in marketing today, may well congratulate themselves that they are on that side of business, because never before in the history of this country were such opportunities for the man who is a merchant.

Three Cycles in Management

During the period from 1912 until now, the job of the sales manager has been through three cycles. It was just becoming apparent from 1912 to 1914 that something better was needed in marketing. Then the great war broke out. Shortly after that time the need for marketing methods became less.

I remember attending a meeting of the New York Sales Managers' Club in New York City, about 1918, when the topic for the evening was the question of what to do with the salesmen. Imagine holding a meeting in 1912, or in 1926, to discuss such a topic! But these sales managers had their answers that evening to this question. Some told how they had put their salesmen to work in the shipping room to help catch up on orders. Others had sent their men out tracing freight shipments, and also to negotiate with railroads for better service. It was, as I recall it, one of the most

interesting and profitable meetings I ever attended.

The buyers who came to New York in 1918-1919 had curious experiences. The buyers, particularly of women's and men's wear, went through unusual experiences. In the good old days back of 1914, when the buyer arrived in New York, his name was put into the newspaper. The next morning he received notes, cards and telephone calls, inviting him to call and inspect the line.

One day about 1919, the buyer was surprised to find that nobody greeted him. He went to the show room of the manufacturer wondering why he had been overlooked. On arrival he found a half dozen other buyers waiting and cooling their heels in the sales manager's outside office. He was informed that Mr. Smith, the sales manager, had not yet arrived, and told to take a seat and wait.

When Selling Was "Soft"

Finally, when Mr. Smith did arrive about 10:30 in the morning, the buyer told him what he wanted, after he had waited for his turn. He was told that his order would have to be cut in two and that shipments could be made in about three months, but even this could not be guaranteed. The buyer went home and waited hopefully to see whether his order would be filled or cancelled.

During that time salesmen, sales managers, and selling in general went "soft." The sales departments broke training. At that time many a man responsible for selling was affected with a swelling in his cranium. He overvalued his importance.

I recollect distinctly the remarks and the attitude of a certain Connecticut manufacturer. It was about 1919. He told me that early in the year he had sold all the goods he would make for the balance of the year. He recited to me with a certain gusto the way he had been able to turn down one arrogant Fifth Avenue retailer, who always before had ignored him and who had called asking if he could have some of his goods.

This sort of thing almost ruined the executives in charge of selling. The sales managers of that period were not sales managers. They were merely diplomats or pacifists. Their job was to hold up the orders for three or four months, cut the orders in two, and keep the customer satisfied. Yet because the factory was selling all the goods that it could



Dear Mr. Aspley:

For the last two years I have been urging Mr. Hoyt to bring his book, "Scientific Sales Management" up to date, but did not have any hope that he could be induced to write a new book, which I understand you are starting to publish in Sales Management.

Mr. Aspley, there is nothing that I know of that will prove more interesting to the modern sales manager than this "Scientific Sales Management" brought up to date.

Back in 1913 when I first came in contact with this book, I thought it was the best that had been written on the subject and still continue to think the same, although it has been a number of years since it was first published.

Mr. Hoyt has a fund of information on sales from an observer's point of view as well as from an experience point of view, that is given to few men. I will look forward with keen interest to the appearance of these articles and after completion, hope they will be published so they can be added to my business library.

Don't let my subscription expire.

G. W. HOPKINS,
President, Coral Gables Sales Corporation.

make, some of these fellows imagined that they were doing real jobs as sales managers. The salesmen of those days were not salesmen. They were excuse-mongers.

We must not forget, however, to give both the sales managers and the salesmen great credit for

the things which they did do during these trying periods brought about by oversold conditions. We must admit that both the salesmen and the sales managers had to provide additional talents in order to preserve the good-will of customers. It is true that the strict requirements of the business of selling and of sales management were not called for.

About the winter of 1918 I traveled from New York to Chicago with the president of a large company to attend a convention of his western salesmen. On the way out he told me what he wanted me to do. Said he, "We have not filled the orders of any of our commission salesmen. We have averaged to fill about half their orders. These men draw small guaranties and commissions. They are much disappointed and dissatisfied. I want you to help me straighten them out in anticipation of next year."

I remember that I went into that meeting in the Chicago hotel and faced a body of about sixty salesmen. I remember the talk that I made. It was something like this:

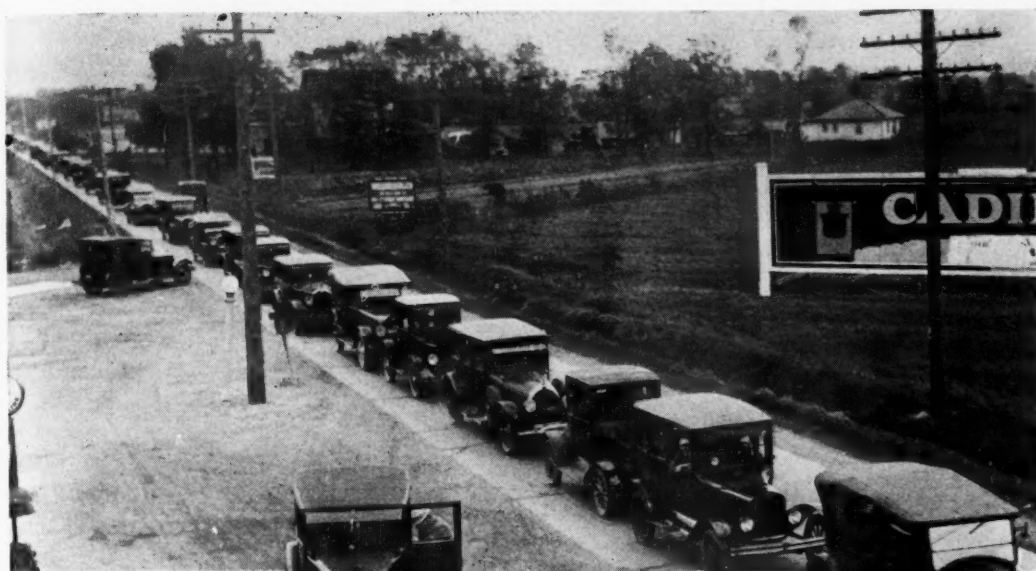
Handling a Bad Situation

"When you go into the store of the country merchant out in the middle west from whom you took an order for fifty cases of our goods last year, what are you going to do if he greets you with the statement that you have no business to come around to see him because you have not filled his order by half? Suppose he tells you that he doesn't want to do any more business with you, what are you going to do?"

I said to those salesmen: "Look that customer right in the eye; stick out your finger at him; say to him, 'Who are you? What are you, to criticise me and our company? I'll tell you what we have been doing in the past six months since I took that order. We have been building goods to help win the war. We have been supplying the army, not you.'"

Then I gently led the salesmen up to the viewpoint of their own situation. I asked them who

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© Pacific and Atlantic Photos.

See the auto at the left—what chance has he to break into the line? The auto men must teach us driving courtesy if they would sell more cars.

Is the Automobile Industry Facing a Crisis in Selling?

FIFTEEN years ago the brewers and distillers could have stemmed the prohibition tide which was sweeping the country, and which later resulted in the eighteenth amendment and the Volstead act. It was the abuses in the liquor traffic which brought on prohibition laws, and the distillers and brewers—some of them, at least—were largely responsible for these abuses.

A nationally known man was talking. I do not pretend to quote his exact words, but the sense of his statement is in the paragraph above. Continuing his explanation for the sweep of prohibition sentiment, he went on to explain that the greed of the brewers in setting up so many saloons was primarily the cause of the vast anti-saloon sentiment.

We know that the brewers were not any too careful in selecting men to operate saloons. A popular young neighborhood rounder, if he could save or borrow a few hundred dollars, could

Five Things Which the Industry Can Do to Open the Way For Bigger Sales Opportunities and to Insure the Future Growth of the Business

By EUGENE WHITMORE

easily find a brewer to set him up in business. How many other saloons were in the neighborhood; whether or not it was a quiet residential neighborhood where a saloon was out of place entirely, made little difference. So long as the saloon bought enough beer to make it profitable, the brewer continued to back him. If he failed, they got another man to take over the location and continue.

The Tide of Public Opinion

So far as I know, the brewers made little or no effort to raise the level of their business. Concerted action, taken in time, could have stopped, or at least postponed, the sweeping tide of sentiment against the liquor business.

But they were so greedy for sales they did not care who sold their products or under what conditions they were sold. And so saloon-keeping was made illegal—and theoretically—if not actually, the brewers were forced out of business.

In some ways the automobile business is facing some of the very same problems faced by the liquor industry fifteen or twenty years ago. Automobiles, like liquor, are being widely legislated against; taxes are piling up on owners and foolish laws are cluttering up the statute books in every state in the Union.

And nobody is to blame except the drivers and the general lack of intelligence in handling traffic problems. "There ought to be a law," says somebody who doesn't understand the situation, and forthwith some publicity seeking legislator jams through a bill that further complicates motoring.

In some cities it is already a burden to own an automobile.

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Selling Twenty Tons a Day. Not Steel— Marshmallows!

SHE wasn't the kind of a girl you could love for herself alone—this Cinderella of obscure lineage in the candy family.

Besides the scintillating talents of her beautiful bonbon and chocolate sister candies, her few really good points were embarrassingly minimized. Beside them, to be perfectly frank, she was certainly nothing for the big handsome public to lose his heart over.

But having harbored no respect whatsoever for the traditions of her ancestors, Cindy has changed since then, and now witness her triumphant presence at the dinner tables of the Four Hundred; the fickle, discriminating public is

How a Weak Sister in the Candy Family Won National Prestige When Sold as a Food Product

An Interview by A. R. Hahn with

RALPH P. HAMMOND

*Sales Manager, The Campfire Company
Milwaukee, Wisconsin*

even showing encouraging signs of being in love with her.

Such is the brief romantic history of the Campfire marshmallow.

And it is the purpose of this article to expose some of the mysteries behind her rise from nonentity to stardom in national popularity.

When a product multiplies volume five times in three years and,

in that same space of time runs production and sales up to twenty tons a day, it's a safe gamble to suppose someone has discovered a strong basic sales appeal and made hay in putting it across. Twenty tons of steel isn't much, but twenty tons of marsh-

mallows is certainly one whale of a lot of marshmallows! It must be enough to pave the Lincoln Highway from Pittsburgh to Omaha.

And so I asked Ralph P. Hammond, who some day will probably be the patron saint of the marshmallow industry, how it all happened. And this is what he said:

Eat six or eight marshmallows

in a row and you've had enough. But taste one tucked inside a strawberry shortcake, toasted atop a baked apple, married to diced pineapple in a salad, or melted down to a delicious soft topping in a cup of hot chocolate—and then you will appreciate the sense of a sales appeal, which from the beginning, has been based on the marshmallow's affinity for other foods, rather than on its tastiness as a candy. The marshmallow's prime talent, in other words, lies in its ability to set off and dress up other things to eat.

Now It's a Food

Combined with foods, the marshmallow itself immediately became a food and it is in the light of this "interpretation" of it that intensive sales effort and national advertising have won it a country-wide market.

Six years ago the Campfire marshmallow was one item in a large line of candies. A separate division of the business was

entirely new company was then organized and divorced altogether from the parent candy company. Its capital was a product which bore a good name and a bad reputation.

What might be termed our "cornerstone" policy was the elevation of the Campfire to a quality product. We started out to concoct the very best marshmallow that could possibly be made. We installed apparatus in the factory so that the water used in our product would be distilled into perfect purity; a special type of gelatine was used; our starch was sifted through an extra fine silk screen to remove all impurities; even a special kind of vanilla was made for flavoring. The result was a marshmallow which might have been food for the fairies—a creamy, delicious product of fine texture and snowy whiteness, a better product than we had ever made before.

The extra quality put into the Campfire marshmallow in this way meant that our price would

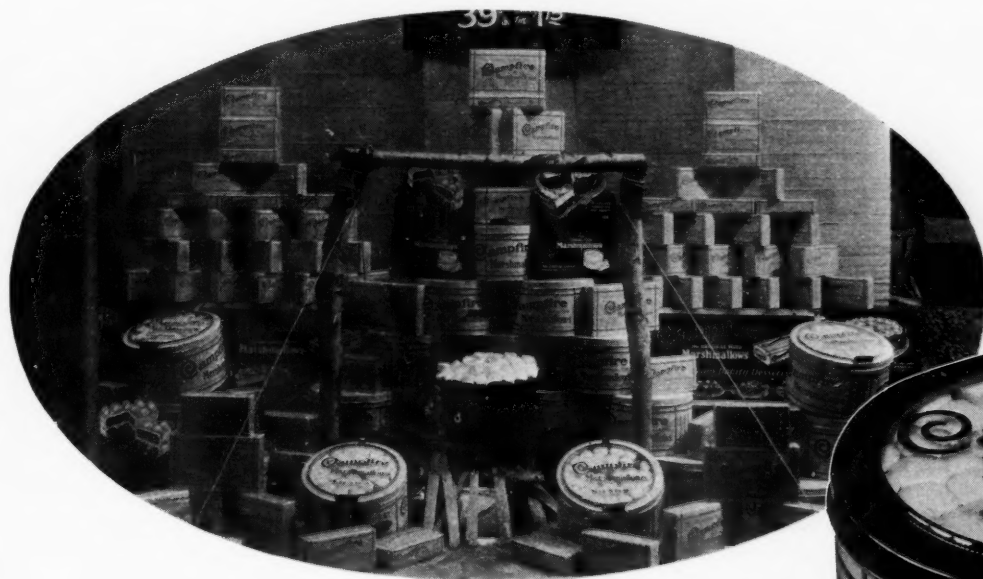
We believed that the only sound way to build a business was to establish and adhere to a one-price policy. This price must be high enough to insure profitable handling for the jobber and retailer, for it is hard to get these links in the chain of distribution to put any creative sales effort behind an item on which the profit is slim.

Distribution Policies

Profitable handling is our one big sales point for the jobber. Grocery jobbers, through whom the bulk of our output is sold, must handle many items on which they make only a very limited profit or none at all. Our product allows a wide enough margin so that the jobber can afford to push it. A parallel situation exists with the retailer.

As for the price to the consumer: it was our observation that, in other lines of business, there was a rich market for products on any one of several price planes. The Ford, the Buick, and the Cadillac are all making good by appealing to one range of buyers only. And we felt that while, of course, there would always be more or less of a market for the low-priced unadvertised

Windows like these devoted exclusively to display of Campfire Marshmallows and tied in with special effort and demonstration have opened the eyes of skeptical dealers to big volume sales possibilities on something they had become accustomed to think of as an insignificant item.



The "Display top" featured by Campfire marshmallows helped to keep them on the dealers' counters and gave a corresponding big impetus to sales.



organized to promote sales on it, but the quality slumped, the company was caught with 32 cent sugar during the war, and other complications set in, until, by 1923, the company was tottering on the brink of bankruptcy. An

have to be comparatively high. Ours is the highest priced marshmallow on the market today, with the single exception of a de luxe tin sold in small quantities strictly as a candy.

marshmallow, so also would there always be a vast section of the American public which would be willing to pay a few pennies more to get a tin of marshmallows that were a little better. We couldn't sell the entire market, so we chose our public and stuck to them—and to our price.

I'll admit it takes real courage to cleave to a policy of this rigid character. But, to quote someone's very wise observation, we found that our quality article had everything in its favor including the price.

Not a month ago we got a small order from a dealer in Ohio on whom our salesmen had been working for two years without getting a dime's worth of business. We followed up this initial order with another personal call; we were more than casually interested in this order because this particular dealer controlled distribution through a chain of stores.

Fighting the Price Battle

When we saw him he offered to give us an order for the chain if he could have a discount, pointing out that he could buy any one of several other kinds of marshmallows at a lower price. We turned down the order.

Not a week later his order for 80 cases came in through the mail. He wanted our marshmallows all right, but he was just too stubborn to give us the order when we were there.

In another city in the east where the buying for a large group of retailers was controlled through a central association, we had been unable to close an order because of our one-price-no-discount policy.

We sent a special sales crew into this city, and they called on individual dealers in the association without any effort whatsoever to get an order. But they did exhibit reprints of our national advertising and show the things we were doing to widen the uses for marshmallows in the kitchen. And they didn't forget the profits story. And so we dangled our carrots and created a yearning in the breasts of these

retailers to have some Campfires on their shelves.

It wasn't long before pressure was exerted from the inside of the association to get Campfires—and soon they were buying at our price. These incidents just prove that temporary defeat on the price question may often, in the



WHEN a prospect says, "Your price is too high—I can buy a dozen brands of marshmallows at half the cost of yours," this is what the Campfire marshmallow salesman flashes before his eyes. And around it he builds his quality sales talk, showing exactly *why* his marshmallows are superior.

The bottles contain a sample of each of the ingredients used in making the Campfire marshmallow; in one bottle the snow-white sugar of particular granulation is shown; in another is the pure starch which has been sifted through a fine silk screen, and in contrast to it is the bottle containing the impurities thus removed from it.

Would skeptical buyers of *your* product better appreciate its virtues if you told them and showed them exactly what is in it?

long run, spell permanent success, for it is certain that these stubborn buyers enjoy the profits they make on our product after they have once begun to buy it. Both buyers mentioned above are now among our steady customers.

Let's go back for a moment, to this conception of marshmallows as a food product rather than a candy. When our salesmen went out, in 1923, they were greeted by dealers with one standard apathetic comment: "Oh, another marshmallow!"

"No—a food!" was the answer. And our whole sales story hinged on the food idea. Almost immediately we started the energetic distribution of recipe books which described the use of marshmallows in salads, puddings, cakes, and many other dishes. This was done to great extent through dealers. When our salesman called, he very likely put a recipe book in each box of groceries the dealer had ready for delivery. He left a stack of them in the store for customers who came in.

After our entry into national advertising in 1924, recipes were featured to the exclusion of all other copy. Color was widely used to stimulate the appetite appeal, and occasional prize contests were conducted for original recipes. We have learned this about coupon advertising: a woman would rather pay to get a book and a sample than to have a recipe book sent to her free.

Creative Work in Selling

At first we offered free recipe books and got a fair return. Then we charged four cents and returns increased. Now we make one of two offers: four cents for a book or ten cents for a sample and a book. The latter offer brings much the higher return.

Our salesmen are paid a higher commission on orders direct from the dealer, than on jobbing orders. In fact, they get two commissions on business from this source; one on the retail order, and an over-writing commission on the jobber's covering order. We want our salesmen to concentrate on the dealer, in other words. Our problem with the dealer is usually to get him to see that there is a market for our marshmallows at our price—and after that, to show him how to create more and more marshmallow business among his regular customers. We want him to say to Mrs. Watson, when she buys head lettuce: "Wouldn't you like to take some Campfire marshmallows along for your salad? They combine deliciously with pineapple, for instance—or dates, or oranges."

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Profits, Not Orders Determine the Size of Our Salesmen's Pay Checks

An interview by John Allen Murphy with

WILLIAM E. SNODGRASS

Vice President, Dictograph Products Corporation, New York City



THE trouble with most of the schemes for compensating managers is that they are based entirely on sales. The manager is paid in proportion to what his office sells. There may be a bonus arrangement that gives him extra compensation when he surpasses his quota or otherwise accomplishes something beyond the goal which was set for him. If this plan is well designed, it should so stimulate the man that he will succeed as a salesman or as a sales director.

On the other hand, the plan may cause the manager to fail as a business man. He may get sales, but often a quota-exceeding volume of sales is attained at the expense of profit. In fact, if the manager is paid for sales only, there is no reason why he should be particularly interested in the profits on his business or of his office.

Because of this situation, there is a growing tendency to make profits rather than sales the basis of branch manager compensation. This is as it should be. For obvious reasons, it may be advisable

to pay a salesman according to his sales. To see that he upholds prices and gets the required volume of profit on his business, is the look-out of his chief.

The Efficiency Basis

But the case of the branch manager or district sales manager is different. Though the manager may be giving part of his time to selling, there are so many other things he has to do besides sell that there should be some way of paying him that will take the efficiency of *all* his work into consideration. There is no better method of measuring this efficiency than the profits of the office. Profit is the goal toward which the general management of the business is striving. The success of any particular manager, therefore, should be judged on the profits of his office, department or district.

A surprisingly large number of concerns, which have recently put new compensation systems into effect, have conditioned them, in part at least, on a profit arrangement. About the best system of

this kind with which I have come in contact, is that which the Dictograph Products Corporation, of New York City, has been using for the past year.

I asked William E. Snodgrass, vice president of the company, not only to describe his system, but also to tell of some of the conditions in his business, which the system is calculated to circumvent. "We were up against the usual situation which confronts most businesses," said Mr. Snodgrass. "Our managers were primarily interested in running up volume. In their zeal to get volume, they naturally selected the course that met with the least resistance. They sold what was easiest to sell. They did not make a special effort to get the class of business which we were most anxious to have. They were more concerned with achieving a large sales record than they were with seeing that the company got its required profit on their sales.

"I do not say this in criticism of our managers. They were competent men or they would not have been in our employ. The

condition to which I have referred was not their fault. It was the result of the compensation system under which they worked. That system, in common with most plans that are followed in compensating branch managers, put the emphasis on sales rather than on profits.

"Realizing the weakness in this system, we put a new arrangement into effect during 1926. Our aims in drafting the new plan were:

1. To concentrate the efforts of our field organization on getting new business, by paying a higher commission for that class of business.
2. To give our branch managers greater earnings, as compared with the old arrangement, for any increase over a normal volume of business.
3. To reduce the bonus paid to any manager who falls below a normal volume of business—that is, reduce the bonus as compared with what he would have earned under the old arrangement with that lesser volume of business.
4. To cause our managers to take a personal interest in every factor entering into the management of their districts, including not only sales, but also the securing of the proper margin of profit on all business done.
5. To hold down salaries to a level which would represent little more than the bare living expenses of our men and leave it up to them to earn the balance of their income in commissions.
6. Through the operation of the above factors, to assure ourselves that a normal volume of business will yield a gross branch office profit which will be sufficient for the profitable operation of our business; payroll expense to be automatically reduced when business falls below a normal level.

No Limit on Earnings

"A distinguishing feature of this plan is that it places no arbitrary limitation on the amount of money that a man can earn. If a manager makes certain that the company gets its stipulated percentage of gross profit, his income is limited only by his ability to get business. The plan automatically prevents a salesman from earning the maximum to which his sales would entitle him, if the company suffers any diminution in its required gross margin.

"Here is the way this system is operated. Dictograph managers receive two forms of compensation: A straight salary, and a

bonus which is based on commissions.

"The salary is paid weekly. The bonus is paid semi-annually, except that a manager is allowed to take out a small weekly drawing account against his bonus. In fact, our plan provides that each man shall draw a portion of his bonus each week, save under certain conditions which will be explained later on.

"The foundation of the plan is our quota system. The sales quota for each office is arrived at by multiplying the expenses of the offices by four. In other words, if a manager reaches his quota, he is doing business at a cost of 25 per cent, so far as his office expense is concerned. But to derive the benefits of the bonus arrangement, a manager must do more than his quota. His commissions do not begin until he has reached his quota.

What Comprises "Expense?"

"By that plan, a manager really fixes his own quota. Every time he increases his expenses, he also increases the amount of business he must do before he can begin to earn a bonus. When our men realize that for every dollar they spend unnecessarily, they must get four additional dollars in sales to make up for it, they are likely to 'stop, look and listen' before making the expenditure.

"In the outline of the system to the managers, there is a statement of what is meant by expenses. This is the list:

Salaries Office	Salaries, Manager and
Sundries	Salesmen
Express	Postage
Commissions Salesmen	Trucking
(not managers)	Stationery
Literature	Advertising (including
Rent	local direct-by-mail
Light, Heat, Power	but not general mag-
Travel	azine advertising)
Time of workmen not	Telephone & telegraph
chargeable to cus-	Bad debts (arbitrarily
tomers (including	fixed at 1/2% of total
time spent in office,	business)
estimating, vacation,	Demonstration equip-
sickness, etc.)	ment
Maintenance of equip-	Insurance
ment	Supplies
Depreciation	Registration Fees
Taxes (state)	Free Service
Legal Expense	
Auto Expense	

"In fact, the quota arrangement includes all expenses that may be incurred in the operation of the branch, with two exceptions. Out-of-town traveling expenses that are later paid for by the customer are naturally not counted as an

expense. And obviously for quota purposes, commissions that are paid to managers, should not be included in the expense tabulation.

"In our former compensation plan, we followed that idea of fixing a branch's quota at four times its total expenses, but we have now added important new features to the old arrangement. In the first place, we have radically changed the commission basis. We used to pay the men a uniform rate of commission on all classes of business. But that plan did not encourage the men to push for the type of business which we are most anxious to secure. Our business consists of two parts. The first is the sale of a complete system of Dictograph interior telephones to a new customer. The second class of business consists of the sale of additional instruments and of jobbing and service work, which we call "repeat business." Obviously the first type of business is the more desirable from every standpoint. But it is more difficult to get. A certain amount of service work and a demand for additional instruments and for jobbing supplies, flows into every office. It is a necessary part of our business and we are glad to get it. However, securing this business requires very little salesmanship.

How the Plan Works

"Under our old plan, we used to pay 10 per cent commission on both classes of sales, for gross billing in excess of quota. The new arrangement allows only 5 per cent for the second class of business. But we have raised the commission on sales of new systems to 15 per cent.

"Now let us see how this plan would work out in a hypothetical case. Let us assume that an office has a total expense of \$15,000. That would make its quota \$60,000, as you will recall the quota for our offices is always four times the total expense. Let us suppose this hypothetical office did a business of \$80,000. Deducting the manager's quota of \$60,000 from the \$80,000 in total sales,

(Continued on page 88)

Are You Really Working Your Market Or Scratching the Surface?

WHEN someone asks for a thermometer, the average person thinks either of the ordinary fever thermometer or the handy little household thermometer that hangs on the front porch for consultation when someone wonders if the potted plants are likely to freeze overnight.

While it is true that there is a vast market for these thermometers, the Taylor Instrument Companies have for many years realized that sales of these two varieties were but a drop in the bucket compared with the potential possibilities. One other outlet which they have thoroughly worked is the advertising specialty field. Thermometers with an advertisement printed on them have long been a favorite advertising medium for many retail stores, insurance companies, lumber companies, and manufacturers. Selling thermometers as advertising specialties has opened up a big market which would have gone unsupplied otherwise.

How Markets Are Widened

But the company still was not content to rest on its oars and let the demand for thermometers grow of its own accord. Besides the great market for industrial thermometers of all kinds, the company is working the home field intensely. A good example of the broad lines on which their sales program is based is found in a recent advertisement which is designed to sell Taylor instruments in greater quantities for the home. The advertisement lists six instruments for everyday use in the home—the ordinary fever thermometer, which is of course a necessity and generally used; then there is a bath thermometer, bake oven thermometer, wall thermometer, stormoguide, and a hygrometer, recommended for keeping the

How Five Manufacturers Opened Up New Outlets For More Sales Through "Junior" Models, and by Finding New Uses For Established Products

humidity of atmosphere in homes correct at all times.

Here is a good example of expanding uses, and creating new products to fit a wider market. What an endless market has been tapped! A less aggressive and alert company might be content to sell thermometers for industrial uses, the ordinary fever thermometers, and let it go at that. But the Taylor folks realize that the market is as big as they care to make it, and they are cultivating it in a careful, aggressive and scientific manner.

Todd's Experience

Another good example of what happens when a firm looks beyond the immediate future in sales is shown by the experience of the Todd Company when they brought out a personal check protector. For many years the company enjoyed a rapidly growing market for its check protectors and check writing machines. But nearly all the sales were made to banks, business houses and professional men.

Casting about for a way to widen markets, the company brought out a small model designed for individual use. Figures showing the sales of this small model are not available, but it is known that sales have been large. Moreover, since the small models create the habit of using check protecting devices, it is known that they help the sale of larger machines. Not only that, the small machines are a great aid in providing a method for helping the new salesmen earn their way from the very start. Selling check protectors is a highly competitive undertaking. It requires

a high order of salesmanship. But since the introduction of the small machine, the cub salesman, or the beginning salesman, can go out and sell the small machines while he is being trained

for the more difficult job of selling the large electrically operated machines to business houses.

Several years ago the Waters-Genter Corporation of Minneapolis brought out a device which was a great improvement over the ordinary toasting devices. They called it the "Toastmaster" and began selling it to hotels, restaurants, lunch counters, coffee shops, sandwich shops and tea rooms. Because of the inherent merit of the product it met with a quick acceptance. But even though sales were large, the market was more or less limited. So the company brought out a home model which is now being introduced through the electrical shops and electrical departments. Think of the difference in potential customers—a few thousand restaurants, hotels and sandwich shops as compared with millions of homes!

Uncovering New Uses

There are many other companies that have widened their markets by the introduction of small models for home use, or by careful research work which has developed more uses for some old product. It is one of the most important phases of sales work—this finding of new markets and channels of distribution.

When the Victor people began offering adding machines at \$100 and selling them through stores, right over the counter, like fountain pens are sold, chapter one of a new era in the adding machine industry was written. Other companies brought out \$100 models and the field for adding machines was greatly widened.

(Continued on page 91)

*A Dartnell Reporter Feels
the Pulse of*

The Oklahoma Farmer

By WILL WHITMORE

WHAT is the state of mind of the average Oklahoma farmer? Few better answers could be found to this query than the assertion of J. B. Gooch, a farmer five miles north of Guthrie.

"Yes, sir; you can tell the world, a manure spreader pays," declared Mr. Gooch, and that just about sums up the attitude of the Oklahoma farmer. Show one any new piece of farm machinery which will lower his cost of production or make farm life easier or more comfortable, and he will be in the right state of mind to buy.

During a tour of Oklahoma that covered many miles of farm lands, Mr. Clarence Roberts of the Oklahoma Farmer-Stockman and I ran across Mr. Gooch one rainy morning in the

Good roads programs are making farm products marketing easier.



There are few precedents to retard the sales manager's work in selling Oklahoma



first week of December. He was feeding his 208 head of fine cattle which he is fattening for the market. Across the hill from his cattle yard, we saw a number of well-bred hogs rooting around in a small wooded pasture.

"I have 250 hogs," he told us, "and I make about three times as much from the hogs as from the cattle. I keep a good eye on the market and sell when I think the time is just

Farm homes like these are not at all uncommon in Oklahoma—and they are rich markets for almost every modern product and device which makes farming easier and better, or life more enjoyable.





More diversified farming is one of the biggest reasons for Oklahoma's steady trend toward a stable year-around income.

right." Mr. Gooch purchased his 1,120 acre farm in the fall of 1889, after the run in April of that year, for one hundred dollars. Today it is a farm having practically every modern equipment. He was one of the first farmers of the state to own a lighting system, having bought a Delco plant eight years ago which is still giving him excellent service. Five years ago he installed an automatic pressure water system in his home.

He has a large gasoline pump, similar to ones used in filling stations, in front of his garage, which houses a Ford truck, a Ford coupe for his son, and an Oldsmobile coach for the family. His house is freshly painted and cement walks lead from every door.

Flowers and shrubbery adorn nearly every available foot of his front yard. This sounds like a description of a model farm, yet

I saw at least a score of just such farms as I drove through the Oklahoma farm country.

The state might well be called the Red Barn State. When an Oklahoma farmer builds, he paints as well, and red paint is the favorite color for his barns, which in most cases are huge structures built on solid foundations of concrete or stone. Paint dealers in Oklahoma must do a very lucrative business.

To understand fully the life of the state and appreciate the sales opportunities, one must

Farm club work has gone far toward educating farmers to the use of modern and scientific methods in the raising of stocks and crops.



The largest gains in value of crops in Oklahoma in 1926 over 1925 were made in wheat and corn—a significant development in country where too much cotton has been raised. The gain in wheat amounted to almost fifty million dollars, while that in corn was more than twenty million. Only one other state in the United States raised more wheat than Oklahoma raised in 1926.

recall its early history. There was no legal colonization by white people in the state before 1889, just thirty-seven years ago. The first concerted move toward settlement began with the famous "run" of April, 1889, when the territory around what is now Oklahoma City was opened to the white man. Other sections of Oklahoma were opened by runs as late as 1903.

There is a freshness and modern air about Oklahoma seen in few other states. Log cabins and rail fences are as scarce as snowshoes in August. The state and its people are void of precedent. This fact alone eases the work of any sales manager who is used to bucking the sales resistance of custom and precedent. You will have to look a long time to find a farmer who refuses to use some "new fangled" farm implement

just because his "father did not have one."

Oklahoma is today a first and second generation state. A large number of the farmers we talked to were men of the first generation, those who came into an undeveloped prairie and built their homes. These men have prospered and they are just beginning to retire and enjoy the comforts of modern farm life. They want and can be sold radios, heating systems, running water plumbing, and what not. Mr. Gooch, the farmer mentioned above, is a good example of this first generation.

Then there are the sons of this first generation, many of whom are just getting well established in life. They have new farms and are building homes and putting modern equipment into them. Their children, most of them just babies, are growing up with little knowledge of the pioneering days of their grandfathers. They will know nothing but modern farm life.

The Second Generation

We called upon Henry Miller, Junior. He lives on his own farm five miles north of Enid. His farm adjoins that of his father, who was one of the men who helped to settle Oklahoma. Henry is a second generation farmer and represents the best of his class. His big crop is wheat, but he does not depend upon wheat alone for his living. He has a flock of eighty-five pure-bred White Leghorn hens whose eggs bring him a sizable income each month. The flock was sheltered in as fine a hen house as one would want to see.

He has a huge barn and granary and a six-year-old house that would do credit to almost any city block. His house is electrically lighted, and heated by a heatrola. "When radios first became popular," related Mr. Miller, "I decided to buy either a radio or phonograph. I finally chose the best Edison phonograph I could buy. . . . Why have I been successful at farming? Well, chiefly, for two reasons. Because I do my own thinking, and because in the eleven years that I have been farming, I have always finished a job I started before beginning on something else."

More Diversified Farming

Of course every farm in Oklahoma is not as well equipped as Henry Miller's. There are some the very opposite. His is an unusual farm, but it is by no means the only one of its kind, and it shows what the Oklahoma farmer is pointing toward.

The wheat section of Oklahoma is the most progressive part of the state. A farm in this section without a flock of chickens is a rare exception, and you can usually see a few head of cattle and hogs also. The wheat farmer, although wheat is his main crop, has learned not to depend upon wheat alone. On almost every wheat farm you can find a small orchard and enough acreage in grain and hay to feed the stock.

In this section you will find nothing but up-to-date implements and machinery, and they are usually well housed from the elements. For instance, there is Frank Bleche living a few miles northwest of Perry whom we visited. We found him out behind

one of his barns building a new wagon bed.

"I hate for you fellows to call on me today," he told us in good humor. "I dislike people seeing my machinery lying out in the open. But it ain't going to lie there long. I made so darn much kaffir corn this year, I had to move out my implements to make room for the corn. But look over there behind the barn. I'm building a new house to hold the machinery."

It was a rather large house that he was building, for he had a gasoline engine, a wheat drill, a mower, and a large assortment of other implements. In another small shed I saw a complete blacksmith shop, and in the garage a Dodge car.

"I want to show you a little experiment I am carrying on," he told us as he took us out in the field. "This year I tried a new stunt. I alternated rows of kaffir with soy beans. The beans were cut twice for cow hay, and I could have made another cutting, but I tired of them and just let the cows graze on them."

Raising More Poultry

In one corner of his farm is a large hen house that shelters over four hundred hens, and a flock of geese meandered past us as we talked. "The geese don't make me much money," he said, "but the women folks like them so I let them raise the geese."

"You must be pretty well fixed by now," I observed.

With a sort of modest smile that failed to hide his pride in his success, he replied. "Well, I've

(Continued on page 46)



Lehn and Fink Donate \$10,000 For a "Price Peace Plan"

SOME time ago, as you may remember, the Lehn and Fink Products Company offered \$10,000 in prizes for constructive thinking on the subject of resale price-maintenance. The competition was given the impressive title of the "Price Peace Plan," and the object was apparently to provide a Locarno for the embattled hosts of price-maintenance. The returns are all in, and the awards have been made.

Whether the company got its money's worth or not it would be difficult to say, and I shall not attempt to express an opinion. But the winning "Peace Plan" which carried off the capital prize of \$3,000 is interesting, whatever one may think of its practical adaptability to a situation in which self-interest is still a fairly vigorous and active element.

The Winning Plan

This winning plan, which was submitted by Donald F. Vliet of the Kiefer-Stewart Company, Indianapolis, is divided into three sections. The first section deals with our old and familiar friend, Education. Convince the manufacturer that "price-maintenance is the best thing for him," and at the same time convince the retailer that "he must take an active instead of a passive part in the battle."

Show the manufacturer that the inevitable result of price-cutting will be the dropping of his goods by the independent dealers, leaving him dependent upon the price-cutters alone, to whom he must continually make further concessions. At the same time retailers should be urged to support actively those manufacturers who fight the price-cutters, rather than those who yield to their demands.

Obviously enough, there is little here to write home about.

Winner of \$3,000 Capital Prize For Solution of Price Cutting Evil Offers Thrilling Plan to "Educate" the Bad Boys Who Insist on Cutting Prices

By ROY W. JOHNSON

Twenty years ago, when the chain store was making its debut, the boggy of the "inevitable result" used to keep manufacturers awake of nights, but a good deal of the phosphorescence has been rubbed off from it since. It has been presented as "inevitable" so long, without ever having come

THERE is probably not another man in the country better equipped to write on price maintenance problems than Roy W. Johnson, who has been a close and careful student of all the varied remedies offered as a panacea for the price-cutting "evil."

SALES MANAGEMENT has printed many of Mr. Johnson's keen analyses of various price-cutting remedies. Since the grand ballyhoo for price maintenance legislation was launched some twelve years ago he has been a close observer of the varied tactics of the advocates of governmental control of prices as sponsored by certain groups who want to make price-cutting a high crime.

He has penetrated many a verbal smoke screen and has even dared to poke fun at certain groups who claim to advocate price maintenance, but slyly shut their eyes when a cash customer indulges in a price-slashing orgy.

to pass, that in these days it shakes its gory locks without causing many teeth to chatter. Manufacturers are by no means unanimously agreed on the advisability of price-maintenance as a policy, and it will take more of a banshee than this to scare them into it.

The second section of the plan deals with legal remedies. Mr.

Vliet advocates legislation giving to the manufacturer the right to make contracts with distributors providing for the maintenance of resale prices—the perennial Kelly Bill, in short.

There is nothing new about this, of course, but the author adds the somewhat nebulous remark that the law "should have 'teeth' enough to call for an injunction or restraining order from the court while the matter is being adjusted." What he means, I suppose, is that the court could be asked to enjoin any distributor from selling the remainder of his stock at cut-prices after having been cut off for violation of his contract. This may be a new wrinkle for all I know, but so far as the practical suppression of price-cutting is concerned it doesn't seem very important. Most price-cutting of the predatory variety is not done by direct customers of the manufacturer anyway, and none of the provisions of the proposed legislation would give the manufacturer any ground for action against anybody else. It has been estimated that as high as 90 percent of the price-cutting is on goods indirectly purchased, where the cutter has no relationship with the manufacturer by contract or otherwise.

No Solution in Law

Section three is devoted to a plan for "price control independent of legislation." The first necessary step, says Mr. Vliet, is a readjustment of the margins allowed to all classes of distributors—"the character, amount and cost of the services rendered by each class of distributor shall be used as a basis when figuring and allotting the margin of profit each should have." For example, he makes the following analysis of distribution costs in the drug field:

"The cost of doing business for the independent retailer is still 27 per cent. This includes, roughly, rent, payroll, advertising and utility bills.

"The chain store has the same expense in proportion to gross sales plus a warehousing cost, which should be allowed as it is an economic service to the manufacturer. This warehousing and carrying charge (insurance, interest, and taxes) is approximately 6 per cent, and I believe should be allowed. This stand will probably find favor with few people at first. The enemies of the chain store still say that the chain store and department store should buy no cheaper than the independent store, but attention is called to the fact that the object of this plan is not to discipline anybody but to maintain prices. Even the worst fanatic must admit that little cutting could be done on this extra 6 per cent.

Distribution Costs in Drugs

"Next in line we have the Mutual and the Cash-and-Carry jobber; they can be discussed as one as their services and costs are similar. They give a buying, warehousing and billing service, the cost of which should not be over 11 per cent and that figure and their fungus-like position should be considered in the margin allowed them.

"The service wholesaler gives all the service of the Mutual plus sales, merchandising and financial help. These additional services are a service to the manufacturer, and it is the cost of these additional services rendered that has put the service wholesaler at a disadvantage in meeting the discounts of the Mutuals. The average sales expenses of the wholesaler are approximately 3.6 per cent; the interest on the accounts receivable and losses from bad accounts is about 2.1 per cent, making the cost of these additional services rendered by the wholesaler 5.7 per cent. In order that the service wholesaler shall be able to meet the price competition of the Mutual and be enabled to stay in business, and render these very valuable services to the

manufacturer and retailer, there should be a difference between 5.5 per cent and 6 per cent in the margins allowed them and the Mutuals.

"The situation in the grocery business, which is in the worst shape of all, could be met in the same manner, viz. giving the chain store a warehousing and transporting discount only and stopping all advertising allowances. The so-called advertising allowances are the most vicious of all aids to price-cutting."

The author is entitled to considerable credit for restraint, I think, for having refrained from recommending that the Federal Trade Commission be directed to establish and enforce a uniform scale of discounts forthwith!

On the other hand, I don't feel that Mr. Vliet ought to be scorned for having failed to produce a strikingly original rabbit out of the price-maintenance hat. I doubt if even a super-magician could do any better at the formulation of a "peace plan" for so many confused and clashing interests. The only original thing that has come out of the agitation for many years is the policy adopted by Squibb in confronting the Owl Drug Company, and that is a

measure of war instead of an overture to peace.

At that, I am inclined to think that the Squibb policy has more intrinsic merit than all the lucubrations on price-maintenance as a sacred and inviolable principle. It has at least the rather unusual merit of squarely facing the facts of the situation; that price-cutting is a question of expediency, not of principle, and that the way to check it is to remove the incentive for it.

Many of those who are talking the loudest about the sacred principle could in all probability not be persuaded to touch genuine price-maintenance with a ten-foot pole. What they actually desire is the opportunity to prevent price-cutting when it seems convenient to do so, and to look the other way when that seems profitable. That attitude may be reprehensible or it may not, according as you look at it, but it pretty effectually disposes of the argument based on price-maintenance as a sacred principle. A sacred principle which operates according to individual convenience may sound well from the platform or look impressive in type, but it is scarcely a solid foundation for a program intended for universal or even very general application.

Fewer Brands of Soap in Indianapolis

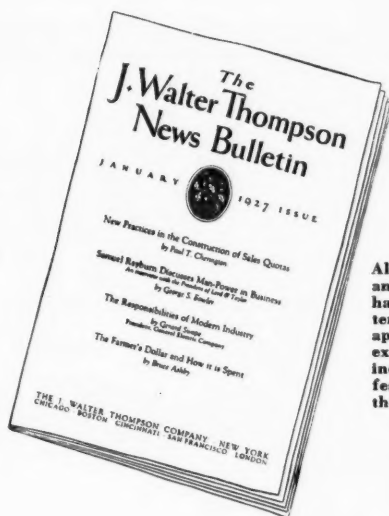
Apparently there aren't as many different kinds of dirt in Indianapolis as there used to be, because the "Indianapolis News" reports the completion of a survey which shows that the number of soaps on the market is decreasing. In 1920 drug stores were carrying 31 brands, but now they're only selling 28.9 individual brands.

Professing to interview personally 100 representative grocers, 50 retail drug stores and six leading department stores, investigators of the newspaper discovered a total of 201 brands, compared with a total of 208 brands in 1923. The number of brands carried by the

stores ranged between ten and sixty-one, representing, no doubt, the comparative high and low marks of soot density in the city.

The grocers don't go in as strongly for the gospel of cleanliness as the drug stores, since the average grocer handled only nine brands and the average grocery chain store only 12½ brands. The department stores have suffered a decline from 35 brands in 1923 to 25 in 1926.

The Turner-Wagener Company has obtained the account of the W. F. McLaughlin Company, Chicago.



Although edited largely for advertising and sales managers, the News Bulletin has had such a wide range in its contents that it has elicited letters of appreciation from bankers, railroad executives, senior executives of large industrial corporations, university professors and others. Free copies of the January issue on request.

“A sales quota is like a par for the hole in golf”

says PAUL T. CHERINGTON in an article
rich in interest to sales managers

“THE best service a quota can render is as a current measure of performance. Like a par for the hole in golf, the well-planned sales quota is not some unattainable standard of perfection but is a figure which any good player—or salesman—can reach frequently, any ‘dub’ may reach or even may surpass now and then, and which always serves as a standard of performance.

“For this purpose, a sales quota represents at best a balancing of many factors—buying possibilities of the market, conditions of competition, accessibility, past sales experience, the personnel of the buying market and such others as experience has shown to be significant.”

This quotation is from the article “New Practices in the Construction of Sales Quotas,” which appears in the J. Walter Thompson News Bulletin for January, 1927. This article is from the pen of Paul T. Cherington, Director of Research, J. Walter Thompson Company. The general nature of its content is indicated by its sub-headings:

- “Buying Possibilities of the Market”
- “Grouping the Quota around Sales Facilities”
- “New Figures for the Construction of Sales Quotas”
- “The Purchasing Power of the Consumer”
- “How Competition Upsets Calculation for Quotas”
- “The Past Record of the Salesman as a Factor”

Other articles in this issue:

“SAMUEL REYBURN ON MAN-POWER IN BUSINESS”—an interview with the President of Lord & Taylor by George S. Fowler, J. Walter Thompson Company.

“THE RESPONSIBILITIES OF MODERN INDUSTRY,” by Gerard Swope, President of the General Electric Company, an address delivered before a convention of the Associated Business Papers.

“THE FARMER’S DOLLAR AND HOW IT IS SPENT,” some new data regarding the rich potentialities of the farm market by N. Bruce Ashby, J. Walter Thompson Company.

We shall be glad to send you a complimentary copy of the January issue of J. Walter Thompson News Bulletin.

J. WALTER THOMPSON COMPANY, Dept. B.
244 Madison Avenue, New York City

Please send me a complimentary copy of the J. Walter Thompson News Bulletin for January, 1927.

Name.....
Address.....
City.....State.....

"... *This year*", said a National Advertiser, "*you've got to interest New York suburbs in our goods.*"

"*Then we must use the Sunday New York American's volume and quality,*" replied his Sales Manager. "*That's that. We need its 50-mile suburban circulation—more than all three other standard papers combined.*"



SELLING New York volume can only be done by reaching volume in New York suburbs as well as in the city itself.

Take the Sunday New York American's 1,063,341 copies by districts:

In Metropolitan New York it sells 724,449 copies—41 per cent of the total circulation of *all four* standard Sunday newspapers.

In the 50-mile suburban field alone, it sells 274,725 copies—50½ per cent of the total circulation of *all four*.

In the three wealthiest counties in America*, the Sunday New York American reaches as many homes as the *next two* standard Sunday newspapers *added together*.

Throughout all sections of the most highly profitable market in America, the concentrated circulation of the Sunday New York American

dominates. It reaches as many families in all income groups as *any* million circulation—*more, proportionately, in the higher income groups than smaller circulations.*

Domination—far over a quarter of a million in 50-mile suburban territory!

And it reaches these huge, concentrated numbers of young, responsive readers on their day of leisure—is read *all day* by *all* the family—*right in the home when and where home purchases are being discussed.*

These are a portion of the reasons why the Sunday New York American is regarded as "The Backbone of New York Advertising".

To reach your market—to sell your product—Sunday is the day, the home is the place, and the Sunday New York American is the paper.

Sunday New York American

"The Backbone of New York Advertising"

SUNDAY A. B. C. — 1,063,341

★In Westchester, Suffolk and Nassau Counties, the three richest suburban counties in America, the Sunday New York American reaches more than 50 per cent of the native white families.

In these counties there are 65,180 income tax payers, 115

golf courses, 133,019 owners of passenger cars.

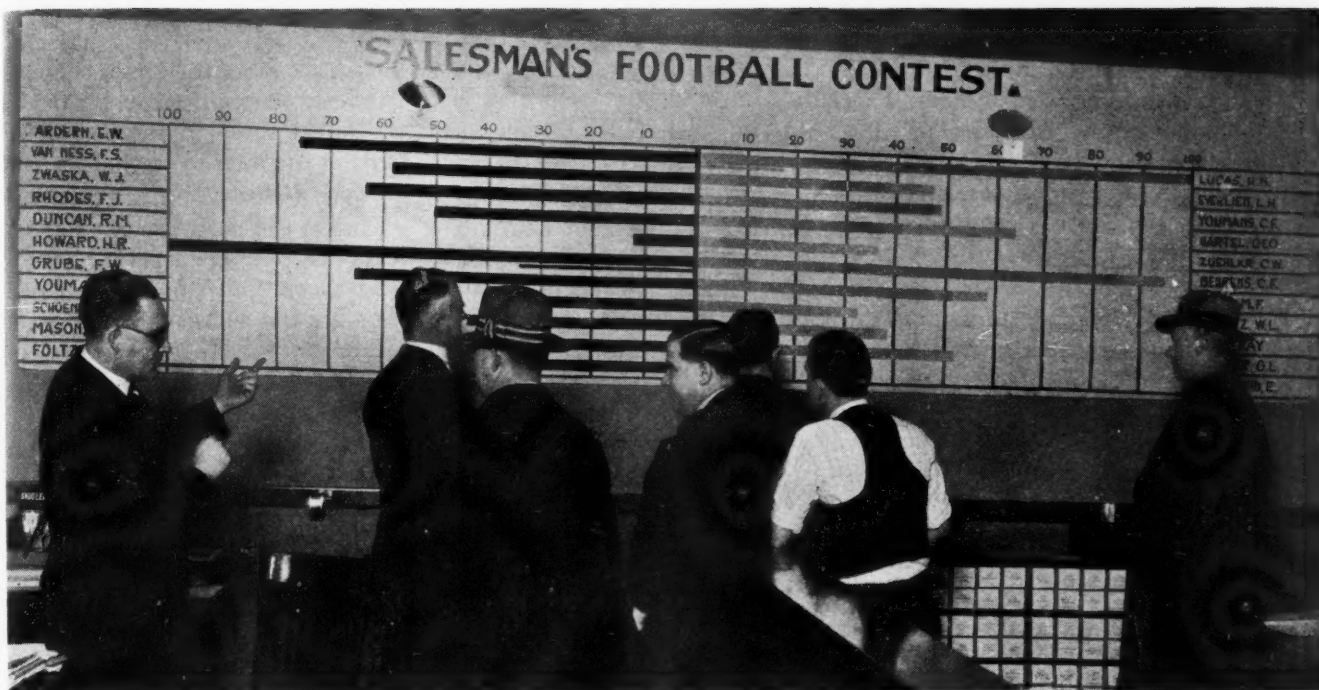
In the Sunday New York American you reach *actually* many more of these people than in any other New York newspaper—morning, evening or Sunday.

New York, 1834 Broadway

Boston, 5 Winthrop Square

Chicago, 326 W. Madison St.

San Francisco, Monadnock Bldg.



Extra Inches of Effort That Bring Extra Miles of Results

"I'M over!"

One of my salesmen came in on Friday night not many weeks ago fairly bursting with this news.

There was a football contest running which had been on since the first of October, in which a \$75 cash prize was offered to the man who should first reach 100 per cent of his quota.

The manager of the footwear department (the division in which this salesman was working), checked up on sales with him, but uncovered the discouraging information that there had been some mistake in the figures and this man—we'll call him Haynes—was not over his quota but had actually reached only 93 per cent.

"But I've got a lot of orders that haven't come in yet," Haynes insisted. "They'll put me over, I'm sure!"

Two or three other men on the force were within an inch of the 100 per cent mark, and the

Some Things We Have Learned About Making a Sales Contest "Click"—and Why Continuous Contests Are an Integral Part of Our Sales Plan

By HOWARD T. OTT

Manager, United States Rubber Company Branch
Milwaukee, Wisconsin

winners of all the prizes offered in the contest depended on what happened in the next forty-eight hours.

The mail came in. Saturday morning another check was made on Haynes' volume—a final check, which, even with his Saturday morning work, showed him to be still an inch this side of victory.

Haynes sat down at his desk and indulged in a few moments of heavy thinking.

Then he rose, jammed on his hat, and without saying a word to anyone, he tramped out of the office and climbed into his car at the curb, and drove off.

It looked as though there would be three men who would pass their quotas, when the mail came in Monday morning; there would probably be some difficulty in determining just who did deserve the prizes.

That night—it was Saturday, remember—my home telephone rang late in the evening. It was the department manager in the footwear section.

"Sorry to bother you, Mr. Ott," he said. "But this is too good to keep. Haynes went out this afternoon, made three towns, and brought in a \$1,600 order for a stock of spring footwear from a dealer in Port Washington. That puts him over, if we'll allow him contest credit for working Saturday afternoon."

We ruled that he deserved the credit. What he had done was this: he had gone into this dealer's small town store where the Saturday rush was on, and the

dealer was "too busy" to see him. Haynes hung up his hat, laid hands on a sales book, and pitched in waiting on customers. He sold shoes the remainder of the afternoon; he had a bite of dinner, and he sold shoes all evening. After the store closed the dealer signed an order for his spring stock.

When Haynes came in Monday he dropped into my office with a mile-wide smile on his face. "Gosh, I had to win it!" he declared. "Those two kids of mine want a radio!"

The Extra Push Counts

This man has been with the company for fourteen years, and it's the first time he's ever won anything. But he got off to a flying start in this football contest, and the above story is evidence of his spirited finish. This man has hit a new stride.

There you have, in a nutshell, a demonstration of the reason why I'm sold on contests as a method for stimulating sales. They get that extra push—that ounce of added effort on top of an ordinary pound of hard work, which so often brings returns out of all proportion to its size. They often provide the incentive which will force a man to think out a solution to a selling or merchandising problem which he might otherwise give up as hopeless. In addition to this, there is nothing like a contest for accomplishing some specific job, such as cleaning up stocks before inventory, clearing out overloads on certain items, and so on.

One contest follows on the heels of another with us. During 1926 we had eleven different competitions among the men on our sales force.

It has been my experience that to be successful, a contest cannot be carelessly planned and poorly promoted. It must be well advertised to the men before it ever begins; preferably it should have some element in it which appeals to a man's sporting instinct; it should be intensively promoted as it progresses, and it should run a short enough period of time so

that it ends with a bang and a climax. I have used both cash and merchandise prizes with good results.

Underlying the success of any contest, it seems to me, is the finding of a perfectly fair basis of competition for the men who are going to take part. Our plan works this way: since almost all rubber goods, whether it is in the footwear, tire, clothing, or any of our seven other departments, is seasonal merchandise, we establish a quota for each man for the season. This quota is based on one department, say, on 8 cents in sales for each person recorded in the census figures. The rate used in the various departments has been carefully studied out, and it represents the amount of business we think we'll have to get if we are to do a good selling job.

Setting Fair Quotas

Then the first man to reach his quota is the man who gets the prize in the contest we conduct to cover any one of these selling seasons. The object of offering the prize money to the man who makes his quota first, rather than to the man in highest standing at the end of the competition, is to get the salesmen off on each season on a flying start. When the season on footwear, for instance, opens up, every rubber salesman in the country is after the business to beat the buyer's objection that he's bought up. The cream of the business is closed early. For this reason it is important that the bulk of the work be done early in the buying period.

This same quota plan is followed out in all of our contests. It's just as hard for the man in the thickly settled county to make 100 per cent of his quotas as it is for the man who works up in the woods in northern Wisconsin.

A perfectly fair basis of competition will not only keep all of the men trying, but it will scatter out the winners and prevent three or four men from walking off with the spoils in one race after another. While there are, of course, some men on our sales

force who have never won a contest prize, I think that half the men have, at some time, come in winners. And a taste of victory is the finest thing in the world for getting the men to try harder and harder in succeeding contests.

One of the most successful contests we put on last year was a boat race. One of the main reasons for the success of this event was the curiosity and excitement we stirred up among the men before the contest ever opened.

This teaser scheme worked out well. Before any announcements whatsoever were made to the men in the field, we wrote to the wife or the sweetheart of each man, and told her about the "race" that was to take place. Each man was given a boat named in her honor—Captain Jenks sailing the "Marian," for instance. Then we enlisted her cooperation in urging Captain Jenks to steer a straight course and drive through the waves with all possible speed so as to come out one of the winners. Three cash prizes were offered on the basis we have described—to the first, second and third man to reach 100 per cent of his quota.

Building Up Interest

This letter was carefully timed so that it would reach the wives and sweethearts about the time the salesmen were coming home for the week-end. The plan worked, just as we had visualized it. When Captain Jenks came home, one of the first things Mrs. Jenks mentioned was the boat he was sailing which had been named for her, and Mr. Jenks immediately was agog to know what it was all about. It was all news to him—he hadn't heard a whisper about it.

Monday morning some of the men began asking about "this boat race you wrote my wife about." But they didn't get much satisfaction even then. The excitement rose to higher and higher pitch as each man kept asking the other if he had "heard any more about the boat race."

Then the following Saturday we had a sales meeting. We went

(Continued on page 76)

MILWAUKEE—First City in Diversity of Industry

Putting All the Eggs in One Big Basket---



WHERE the national advertiser's dollars are concerned, sometimes it is not only safe but most profitable to put all the eggs in one big basket. In the Milwaukee-Wisconsin market, the successful national advertisers are building a maximum volume of business at the lowest possible cost per sale by investing all of their appropriations in one paper—The Milwaukee Journal—year in and year out.

No other paper is needed for thorough coverage in this rich, stable market. More than four out of every five Milwaukee families read The Journal. This newspaper also goes into the better class homes throughout Wisconsin.

Concentrate in The Milwaukee Journal and build business in this market most economically.

A Few of the National Advertisers Who Put All Their Eggs in One Basket

(First 10 Months of 1926)

White Truck	Pillsbury's Flour
General Tires	Ralston's Purina
Michelin Tires	Armstrong Linoleum
Exide Batteries	Blabon's Linoleum
Weed Tire Chains	Simmons Beds
Willard Batteries	Ingersoll Watches
Gargoyle Mobiloils	Westclox
Veedol Oils	Arrow Collars
Nokol Heaters	B. V. D's.
Balsam Wool	Paris Garters
Barrett Roofings	Spur Ties
Berry Bros. Paints	Kaufman Hats
Celotex	Coty's Products
Dupont Duco	Jap Rose Soap
Johns-Manville Products	Djer-Kiss Products
Marquette Cement	Lifebuo Soap
Truscon Steel	Squibb's Dental Cream
Weil-McLain Boilers	O'Cedar Polish
Canada Dry Ginger Ale	Old Dutch Cleanser
Fleischmann's Yeast	Robt. Burns Cigar
Van Camp's Products	Webster Cigar
Clicquot Club Ginger Ale	Burroughs Adding Machines
Green River	Royal Typewriter
Maxwell-House Coffee	Eastman Kodak
Salada Tea	Parker Pens and Pencils
Junket	Sheaffer Pens and Pencils
Libby's Products	Corona Typewriter
Prefet Sardines	Regal Shoes
Skookum Apples	Stacy-Adams Shoes
Phenix Cheese	Easy Washer
Kellogg's Products	One Minute Washer
Stewart-Warner Radio	Aunt Jemima Pancake Flour

THE MILWAUKEE JOURNAL

FIRST BY MERIT

WISCONSIN—First State in Value of Dairy Products

SALES MANAGEMENT, JANUARY 8, 1927 [33]

\$6,500,000

SPENT YEARLY BEFORE THEIR *MIRROR*



FOR SOAPS, dentary articles, shaving necessities, beauty preparations, and other toilet requisites, the Great Herald and Examiner Family last year spent more than six and a half million dollars!

The fact that this Family's morning newspaper, the Herald and Examiner, carries more amusement advertising than any other Chicago newspaper is evidence that these people are not stay-at-homes. And being socially active

they are naturally particular about personal appearance.

To Manufacturers of toilet articles and preparations this Great Herald and Examiner Family presents an exceptional and economical advertising and selling opportunity.

They represent a city within a city, the people of this Great Family . . . five million readers every Sunday, and a million and a half daily.

It is a desirable family of open-pursed, free-thinking folk . . . youthful, virile people whose interests and buying instincts are modern.

Every year they spend \$1,500,000 more to read your message in the columns of the Herald and Examiner than they would have to pay to read it in the other morning and Sunday newspaper. That is true acceptance spelled in dollars.

A Herald and Examiner representative who knows this Great Family, and the best way of winning its confidence, will arrange an introduction at your request.



here isn't
a thing
that they
don't buy

*Make them
your customers*

CHICAGO HERALD AND EXAMINER

America's Largest Three-Cent Newspaper Circulation!
The Largest Sunday Newspaper Circulation in America!

NATIONAL ADVERTISING REPRESENTATIVES

New York
W. W. CHEW
285 Madison Ave.

Chicago
WILLIAM H. WILSON
326 W. Madison St.

San Francisco
T. C. HOFFMEYER
571 Monadnock Bldg.

of all repairs on Tractors, Trucks and Automobiles is due to faulty lubrication

Bartles Motor Oils

GOOD oil means tremendously more to you than cheap oil. It is the most important factor in the life of your engine. It is the difference between \$25, \$50 or \$75 to insure against the cost of friction.

4 Vital Points a Ford Oil Must Have



- 1 It Must Lubricate the Engine Properly**
A single drop of oil will give the maximum protection of a lubricant. The first step is to get the oil into the engine. The second step is to get it into the right place. The third step is to get it into the right quantity. The fourth step is to get it into the right condition.
- 2 Must Keep the Transmission and Brake Bands Soft and Flexible**
Oil should be used in the transmission and on the brake bands. It should be used in the right quantity and in the right condition. It should be used in the right place and in the right way.
- 3 Must Not Saponify**
If the oil saponifies, it will form a soap. This soap will form a film on the engine parts. This film will prevent the oil from doing its job. It will also prevent the oil from being able to get into the right place. It will also prevent the oil from being able to get into the right quantity.
- 4 Must Be Odorless**
If the oil has an odor, it will be a sign that it is bad. It will also be a sign that it is not doing its job. It will also be a sign that it is not in the right condition. It will also be a sign that it is not in the right place and in the right way.

You Get Them ALL - Plus - When You Buy Bart

Put up in 15, 33 and 55 Gallon Steel Drums

FREE

Subford

Made for Summer or Winter Use

Bartles Tractor Oils

Other Bartles Products

Prices Per Gallon
For Table, Medium or Heavy Grade Oil, 50, 55, 60, 65, 70, 75, 80, 85, 90, 95, 100, 110, 120, 130, 140, 150, 160, 170, 180, 190, 200, 210, 220, 230, 240, 250, 260, 270, 280, 290, 300, 310, 320, 330, 340, 350, 360, 370, 380, 390, 400, 410, 420, 430, 440, 450, 460, 470, 480, 490, 500, 510, 520, 530, 540, 550, 560, 570, 580, 590, 600, 610, 620, 630, 640, 650, 660, 670, 680, 690, 700, 710, 720, 730, 740, 750, 760, 770, 780, 790, 800, 810, 820, 830, 840, 850, 860, 870, 880, 890, 900, 910, 920, 930, 940, 950, 960, 970, 980, 990, 1000, 1010, 1020, 1030, 1040, 1050, 1060, 1070, 1080, 1090, 1100, 1110, 1120, 1130, 1140, 1150, 1160, 1170, 1180, 1190, 1200, 1210, 1220, 1230, 1240, 1250, 1260, 1270, 1280, 1290, 1300, 1310, 1320, 1330, 1340, 1350, 1360, 1370, 1380, 1390, 1400, 1410, 1420, 1430, 1440, 1450, 1460, 1470, 1480, 1490, 1500, 1510, 1520, 1530, 1540, 1550, 1560, 1570, 1580, 1590, 1600, 1610, 1620, 1630, 1640, 1650, 1660, 1670, 1680, 1690, 1700, 1710, 1720, 1730, 1740, 1750, 1760, 1770, 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J. M. McLaughlin

A campaign of eight broadsides printed in color carried important messages on lubrication to farmers just at the season when farm machinery was being conditioned for spring plowing and other duties.

Tying Up the Loose Ends of the Sales Plan With Direct Mail

A YEAR ago when we decided to give direct mail advertising a tryout in the oil business, our problem more than anything else was to get the various parts of our sales plan working together. We had good products, we had some strong dealers, and we were enjoying a steady increase in volume from year to year. However, we felt that if we could find some terminal facilities for the several divisions of our sales efforts, we could get still more out of our investment.

Two separate mail campaigns, one to the consumer, the other to

How One Concern Coordinated the Various Parts of Its Sales Plan With Help of Weekly Bulletins for Dealers and Other Direct Advertising

By J. M. McLAUGHLIN
Vice President, The Bartles-Maguire Oil Company
Milwaukee, Wisconsin

our dealers (which is not yet completed as this is written), together with a weekly bulletin which we began mailing to our dealers last January, were tied in with our outdoor and newspaper advertising, the efforts of our salesmen, and our display work at the point of sale, with the result that our

oil sales during 1926 showed about a 28 per cent gain over the previous year. In our business this is about three times a normal increase.

To test the effectiveness of our weekly bulletin—which we call the “Arrow Bee” to tie up with our trade mark—I announced at sales meet-

ing some weeks ago that it was to be discontinued. The salesmen fairly howled. In their work in the field they had been running on to too many places where these bulletins were helping to cement our relations with dealers and were aiding them in developing more sales.

A number of times, when I have been working in the field, I've stopped at one of our dealers' stations and asked for the last copy of the "Arrow Bee." And usually the dealer says, "It hasn't come in yet, but it'll surely be here today. I looked for it yesterday"—or he, in some other way, indicates his interest in receiving it. We know our dealers are reading and using these bulletins instead of shoving them off into the waste basket; the reasons probably are that we have tried to make the bulletins newsy, informative, and interesting—and brief. They are usually made up of but one four-page folder, printed on a color letterhead. Everyone carries in it some concrete idea for increasing the dealer's business, either in gas or oil, or on both products. Many have anecdotes telling of a successful idea developed by one of our dealers. Names and places are mentioned.

One time, for instance, we told how our dealer in Fond du Lac, a year ago, had had a customer fill his car with Lubaford, a bonded Ford oil we sell. The customer ran over 1,100 miles before he drained the oil, and when he did drain it, the dealer, whose name is Pierce, took a bottle of it, labeled the bottle with the name of the man in whose car it was used, the date, and other information he wanted.

More Creative Sales Work

Now when a customer talks oil for Ford cars, he takes the bottle out and puts a drop on his finger and asks him to feel the thickness and oiliness of that drop after having run 1,100 miles. He says he never fails to sell after this demonstration.

After having related this incident, we suggested that each dealer have a sample of his own to use in developing more oil sales in this same manner.

Other items are included on "how I get oil business in the winter months"; "extra business I develop during slack hours," and so on. We continually pound on the sales value of display, pointing out, in one instance, the case of another dealer who in two weeks' time sold six out of ten

15-gallon drums that he put on the curb with a display card on them.

Then, to be sure the profit appeal registers, the business thus developed is analyzed: "Let's

Presenting Mr. Freschl



"**P**ROBABLY because it was thought I could do the least damage in the department of our business which was making Holeproof hosiery, I was given charge of that department," said Edward Freschl, president of the Holeproof Hosiery Company, in relating his experience in starting in the hosiery business. At that time his father's company was a small knitting mill making hosiery for jobbers. But Mr. Freschl had faith in the idea of selling direct to dealers and guaranteeing hosiery. The first year his department spent \$10,000 for advertising and sold \$40,000 worth of hosiery.

Later the Holeproof division grew so important that the name of the business was changed to the Holeproof Hosiery Company.

Mr. Freschl has wiped out many traditions in the hosiery business. He was one of the pioneer advertisers in this field, and one of the first men to advertise hosiery twelve months a year. The picture on the cover this issue shows Mr. Freschl in his office in Milwaukee.

think that over: six drums in two weeks is 90 gallons at 80 cents a gallon; \$72 selling price; cost, say at 33 1/3 per cent discount, \$48.00. So his gross profit was \$24.00. Sales made without

extra help or trouble—silent salesmen. His cash investment was \$48.00. He will surely do that at least six times a year and when he does, the turnover profit on his original cash investment of \$48.00 will be six times \$24.00, or \$144.00—nearly 400 per cent gross profit on selling price."

The first direct mail drive to the consumer was made up of eight four-page letters printed in four colors, and it opened just at the season when the farmers were thinking about spring plowing.

Twenty-two thousand names were on our mailing list—all of them farmers living in territory where we had some distribution. In this way we eliminated the waste circulation we had had in some of our advertising previous to this. Every piece in this series carried a list of our dealers' names, so that the question, "Where can I get it?" was immediately answered for the prospect. And every piece drove home one important sales point.

This campaign included a sampling plan. The farmer was urged to fill out the card which was enclosed with the first mailing, take it to his local dealer, and get a one-pound can of grease free. The dealer, in turn, sent these cards back to us and was credited with the full amount on his account. We got more than 11 per cent return on the cards on this offer.

Tying Up With Dealers

Before the campaign opened, our salesmen showed our dealers what we were going to do, and made every effort to get them to stock a quantity of our grease before the first mailing was released. When they saw their names printed in the advertising matter and visualized prospects in their territories coming in to claim the free can of grease, most of them put in a sizable stock. They had nothing to lose on the free offer, and they had every opportunity when the farmer came in, of adding a new customer to their lists.

It should be noted that the various mailings in addition to offering the free trial, got right down

(Continued on page 86)

Bumper Crops

WHEN the last agate line is counted The Times-Picayune's total of paid advertising for 1926 will be a declaration of increased dominance in the New Orleans market, for month after month has seen the lineage piling up—passing last year's records and saying good-bye to possible competition.

A post mortem of 1926 in the New Orleans market would explain it and would give us an excellent chance for triumphant “we told you so’s.” Advertisers who entered, experimentally, the New Orleans market through The Times-Picayune remained to boast—and they’re coming back for more in 1927.

Business, North, East, West, South, has always looked to New Orleans for evidence of the South's prosperity, and for almost as many years to The Times-Picayune as the accurate barometer of that prosperity.

And 1926 is the biggest year by more than a million and a half lines The Times-Picayune has ever had!

The Times-Picayune

IN NEW ORLEANS

First for the South

"One of the Most Significant Economic Movements..."

Discussed by ANDREW W. MELLON

"The Significance Of 'The New American Prosperity' To Manufacturers Of Staple and Moderately Priced Luxury Goods" is the subject of an important symposium of opinions published in a new book for business men.

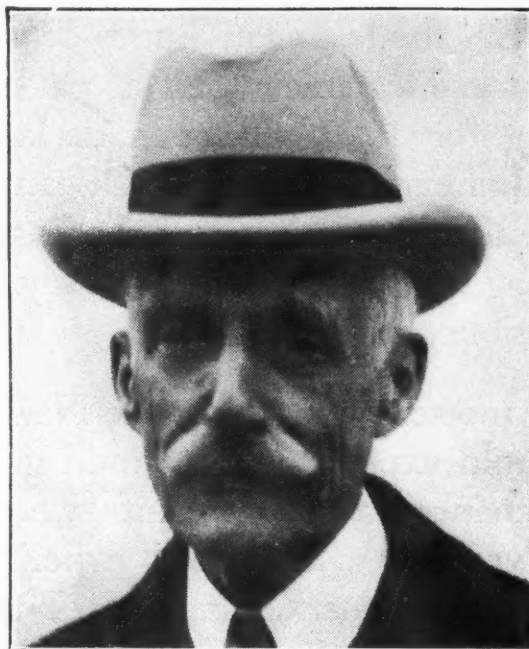
This excerpt, the opinion of Mr. Mellon, was delivered in his speech to the last annual convention of the National Electric Light Association.

THOSE of us who have lived through the economic adjustments which America has made during the last forty years, know that our present prosperity is merely the outward and visible sign of one of the most significant economic movements taking place in the world, today," states Mr. Mellon. He describes the situation:

"Our wealth has come from two sources. It is due, in part, to our great natural resources, and in larger measure to the efficiency of our industrial organization. That organization, by utilizing labor-saving devices and other inventions and discoveries, has succeeded in keeping wages and profits at a high level and *diffusing prosperity among a larger number of people than have ever known it before.*....

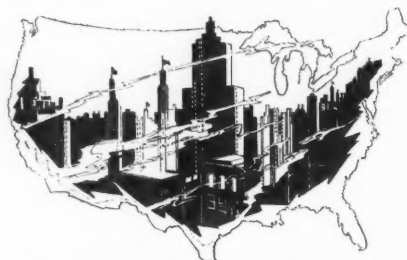
"Today we have a domestic market of more than 110,000,000 people of great consumption capacity....

"Those of us who have lived through the economic adjustments which America has made during the last forty years know that our present prosperity is merely the outward and visible sign of one of the most significant economic movements taking place in the world today. It means that America has adjusted herself to the economic laws of the new industrial era, and that she has evolved an industrial organization which can maintain itself not only because it is efficient, but because it is bringing



Hon. Andrew W. Mellon
SECRETARY of the TREASURY

86% of AMERICA



Isolate, for a moment, the wage earning masses as marketing possibilities. These families will be found to comprise 86% of America!

With bricklayers making \$14 a day, and other trades in proportion, it is easy to understand why their wives can afford to spend 41 billions of dollars a year for foodstuffs, nearly 6 billions of dollars a year for house furnishings, and proportionate amounts for other staples and moderately priced luxuries.

It is but natural that more people now pay more money for True Story at the newsstands than for any other magazine in the world..... True Story's democracy of editorial appeal has made it the only great national magazine embraced by "86% of America." Magazine advertisers MUST use True Story to sell this new market!

True Story
the NEW market

Largest Newsstand Sale In The World

about a greater diffusion of prosperity among all classes."

Many Business Men Sense Situation

Many manufacturers of staple and moderately priced luxury goods, such as the Pepsodent Company, Lever Bros. Company, Lambert Pharmacal Company, Fleischman Company, and the B. F. Goodrich Company already realize that their market horizon has enlarged to include *all classes of our population.*

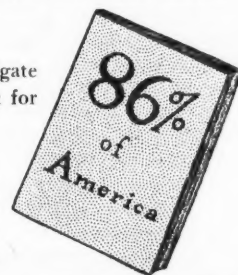
They are but a few of the hundreds of merchandisers who know that today, for the first time in history, trade marked goods can be sold not only to the community's classes, 14% of the population—but to the community's masses, 86% of America.

Semi-annual reports of their increasing sales indicate that the vastness of this new market makes it not merely desirable, but absolutely essential to manufacturers of competitive merchandise.

By advertising regularly in True Story they are placing their messages in the **ONLY ONE** of the great national magazines written for and read by "86% of America."

Because its readers are not interested in magazines of more aristocratic appeal, True Story is giving advertisers the *only* reading group not reachable by any other great magazine; the *only* reading group they have never reached before; 2,000,000 **HOUSEWIVES** who are reading the pages of a national magazine and spending the amount of a national debt for the first time in their lives!

Will you investigate this new market for yourself?



Write to True Story, 1922 B'way, New York, for "86% of America" the new book by 35 of the Nation's leading thinkers, published as an important symposium of opinions on the wage earning masses. No obligation.

Selecting Jobber Outlets For Their Strategic Sales Value

WHEN my friend Watterson bought out a manufacturing plant in New England which made a line of toilet preparations, the company was pretty well run down at the heel. Although it had been established for fifty years and claimed national distribution, a geographical summary showed some surprising desert areas in sales.

The company wasn't losing money; it was rather paying small profits in spite of bad management and organization methods, and worse sales policies. Or perhaps, I should have said, "an entire lack of sales policy."

When my friend bought the business he said, "I know this proposition seems like buying a cart before a horse. But if the cart and the horse can go backwards steadily enough to make a profit with everything wrong end to, I am sure that when I turn that horse around and he knows he has a driver on the seat, he will pull the old cart ten times as fast—and as far."

Gathering Up Loose Ends

And so he began to gather up the loose ends of this business, and soon he had under way a broad, concrete plan for putting the company on a sound basis and developing sales in a logical, profitable manner.

Never in my rather varied business experience have I seen the strategic value of aggressive trade outlets as well demonstrated as in this case. One of the first of the strategic moves was the development of a pure jobber policy—one frankly based on that of Eli Lilly and Company, of Indianapolis, Indiana. Very possibly, had my friend purchased a business already developed along other lines he would have felt that the protection of his pocketbook

Changes in a Distribution Policy That Increased Business Ten-Fold

By E. S. SANGER

OCCASIONALLY a story is written which contains so much inside information—so much confidential and highly valuable data that it is impossible to present the names. This is such a story—packed as it is with facts, it is none the less valuable because the writer used a pen name, and because the name of the company has been deleted. E. W. Sanger is the name used for writing purposes by the general manager of one of the best known companies in the United States. Every wholesale druggist in America would know him if his real name were used.

demanding continuation. But as we analyzed the situation together we found this condition.

Ninety per cent of the sales were made to service wholesale druggists; five per cent were made to local drug enterprises, and the other five per cent to retail druggists.

The criminal absence of sound policy was best indicated by this third group. While I can never bring myself to believe that it is a crime for a manufacturer to zone his business, cooperating exclusively with the wholesalers in one section; selling both wholesalers and retailers under entirely different conditions and in an entirely different territory, I can find no excuse for the condition which even this preliminary survey revealed. For some of the direct retail drug accounts were in the strongest of jobbing territory, where their very existence precluded the possibility of interesting the worthwhile wholesale druggists in that territory.

This five per cent of the total sales volume was scattered

through thirty-six states. Apparently, whenever a retail druggist wrote in inquiring prices, he had been turned through some jobber. But if he had the courage to send

in an order and was rated in Dun or Bradstreet, he got the goods and the jobber got the "go by."

In the building up of a new and sound sales policy our first step was to eliminate absolutely all direct accounts. The sales force was notified in each case, but the transfer from direct buying to purchasing through a wholesaler was made by a specialist loaned for the purpose by my friend's former connection. He made a flying trip through thirty-six states, and lost only one account of minor importance, successfully changing all of the balance to satisfied purchasers through a service wholesale druggist.

Pruning the Distributors

The next step was the elimination of the retail drug outlets. It is only fair to say that this step was taken with the certainty that it might very possibly be deeply regretted later. But since only five per cent of the total existing sales volume was with the retail drug houses, and a "keynote policy" was desirable, for reasons which will appear later, the sacrifice was made with good courage.

With elimination of all direct sales to retailers came also the elimination of the few cases where this manufacturer had made the tremendous mistake of selling direct to large users. The volume gained constituted only a fraction of a percent. But it was so opposed to the spirit of merchandising in these lines that at any moment it might have been brought up on the floor of a national wholesale drug convention and have placed upon the manufacturer a stigma which he rightfully deserved, and caused losses

which would have put his business in a most precarious financial position.

With the dropping of direct sales to retailers, direct sales to consumers and sales to retail drug houses, the house was cleaned. The next step was to sell to advantage the new one hundred per cent pure service jobber policy, and to sell it effectively. In order to understand the process best it is necessary to go into detail in connection with one cross-section.

The business as Watterson bought it claimed it did not have real wholesale distribution on the Pacific coast. A few of the least desirable wholesale drug houses usually away from the business centers of the Far West, provided a certain sales volume. One retail drug house provided an almost equal volume. Direct sales to a handful of well-rated retail druggists in the largest cities completed the pitiful sales showing.

A Survey of the Field

Watterson went at once to San Francisco. There he discussed the situation frankly with the proprietor of two large service wholesale druggists. He carried with him complete records of the process which had made his "100 per cent service wholesale druggist policy" a fact. He told the proprietors of these two houses that his aim was to limit the sales of his products to the leading wholesale druggists of their type from coast to coast.

He pointed out that his first step had gone as far as he could wisely in this direction; that as his company built up a clientele of the most important factors in the wholesale drug field the policy would change to an agency basis, eliminating all but one wholesale druggist in many of the zones and retaining only the undeniably outstanding factors in the more strictly jobbing zones.

On his first trip, in no case did he deliberately seek orders—he sought advice.

The type of advice he sought was the determination on a

national basis of the trade outlets which would constitute ideal, even though limited, distribution. From the ranking houses in San Francisco he, of course, learned of the ranking houses in Los Angeles. While in Los Angeles he checked back on San Francisco and learned of the leaders in Salt Lake and Denver. As he swung around the circle he could check from Montana back, on the general reputation, standing and ability of the Utah and Colorado wholesale drug field, and peer forward into the field in Washington and Oregon.

Cooperation with Jobbers

Six months were spent on this first trip, during which time his new sales manager devoted himself to keeping the business profitable through the development of the "Class A" accounts on the existing list of customers, and in giving prompt and satisfactory service to the balance.

For the prestige of the line in the east it was necessary to have as customers a leading service wholesale druggist in New York City and small connections in Philadelphia, Baltimore and Washington. New England, it was found, while including several excellent wholesale druggists, was not a style center for the balance of the country.

Before my friend's trip to the west their sales and expenses had been budgeted. Five thousand dollars—a modest sum—had been set aside for sales promotion in the interest of wholesalers in New York City, Philadelphia, Washington and Baltimore. A typical case of securing cooperation was that of the wholesaler chosen in New York City. To him Watterson offered, first of all, the new scale of prices and discounts. This placed the "preferred jobbers" on a five per cent better basis than other entirely legitimate wholesalers of similar size. It was, in fact, a quantity discount, because, in return for the preference, the wholesaler agreed to maintain a stock totaling one hundred gross of the different items—this stock to be counted twice a year at the peak stock seasons.

To this New York prospective customer was offered, first, the services of a skilled specialty salesman for two months. This salesman was not only to sell in behalf of this preferred jobber only, but also to coach the sales force and, for two weeks, to sell consumers in behalf of the jobbers' customers. Five hundred dollars was assigned to this wholesaler for prizes to his salesmen during the period immediately following the visitation of this specialty salesman. Another five hundred dollars was given as a "catalog allowance," to cover the added expense of binding colored inserts in the wholesaler's catalog.

Because "100 gross assorted" was not a large stock of such items as this enterprise manufactured, the wholesaler found it easy to sign on the dotted line.

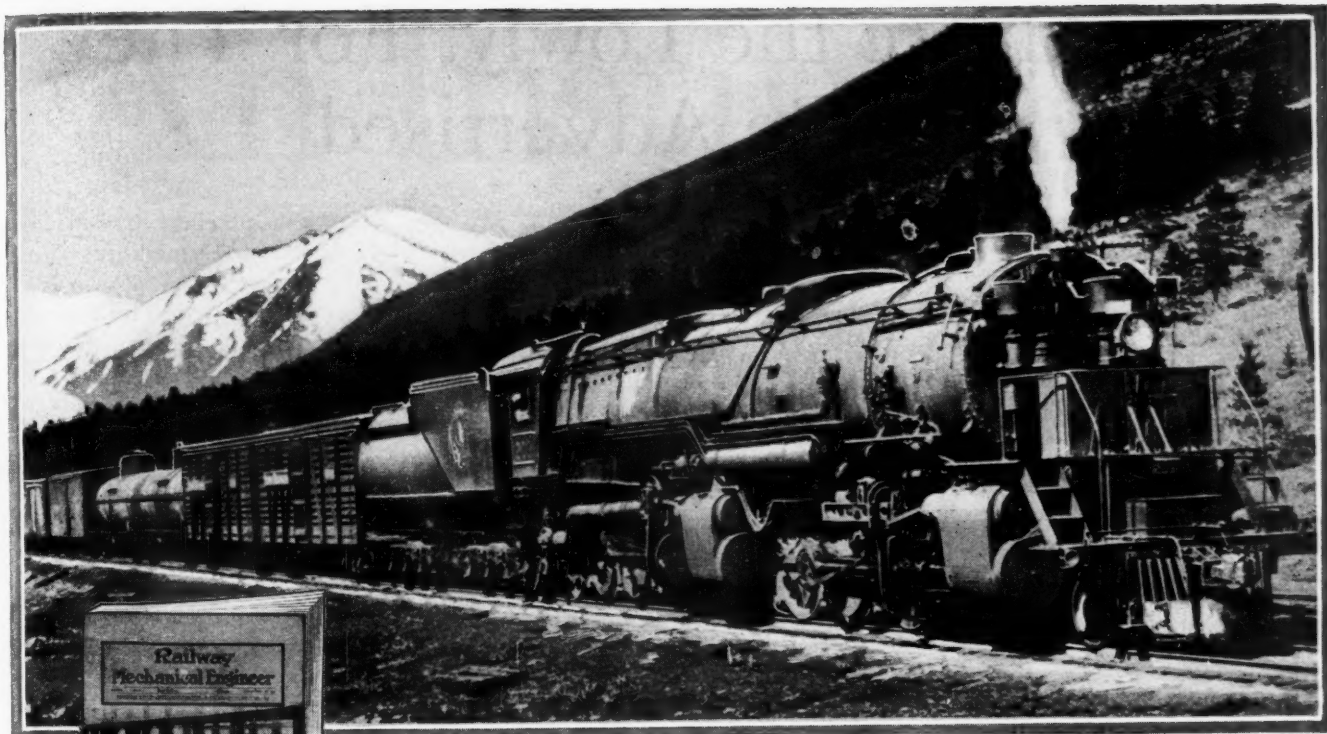
Armed with this initial order and promise of preferential treatment, Philadelphia was the next market sought. But the best that could be obtained was a promise of further consideration. In Washington and Baltimore, however, the leading service wholesale druggist was willing to make the experiment along the same general lines, with smaller allowances for prizes and catalogs, although the same amount of specialty work was promised.

Developing the Southwest

As soon as the strategic trade outlets were established in these three cities Watterson again went west. But behind him he left a fighting organization, keyed up to the point that unless these newly-created strategic trade outlets were successful in their marketing, the whole plan would be defeated. The sales manager spent many hours on sleepers, as well as many nights at his desk, making up for the single day stolen each week for trips to New York, Baltimore and Washington—and, by no means incidentally—Philadelphia.

Finally the Philadelphia choice succumbed, simply and solely because of the detailed sales reports of the specialty men working in

(Continued on page 68)



Railway Improvements in 1927 \$750,000,000 to \$900,000,000

THE railways of the United States and Canada will probably spend somewhere between \$750,000,000 and \$900,000,000 of new capital for equipment and other additions and improvements to their properties, exclusive of current repairs and maintenance, in 1927. This conclusion is based on studies of traffic, statements of railway and industrial executives in letters to the *Railway Age*, and the budgets furnished by 27 representative roads with an aggregate of nearly 90,000 miles of lines.

In reaching this important market effectively the five departmental railway publications that comprise the *Railway Service Unit* can aid you materially. They select the railway men you want to reach—for each publication is devoted exclusively to the interests of one of the five branches of railway service.

Simmons-Boardman Publishing Company
"The House of Transportation"

30 Church Street

New York, N. Y.

608 So. Dearborn St., Chicago
Mandeville, La.

San Francisco

6007 Euclid Avenue, Cleveland
Washington, D. C.

London

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste

A.B.C.

A.B.P.

Blessed Are the Lowly, For They Shall Be Advertised

A MILK bottle by any other name is still a milk bottle. Even in the moonlight it's no subject for epic poetry. There isn't a theatrical turn in its entire character, or a romantic breath in its blown glass body. It's just part of the dull furniture of the kitchen, coming in and going out by the back door, living a nomad's life from one kitchen step to another.

Not much of a thing to advertise, surely; and particularly to the general public. Yet this prosaic article, and its companion piece, the milk bottle cap, are being advertised successfully at the present moment, not only in some of the foremost national periodicals, but by four different manufacturers, at that.

One of these concerns is the Sealright Company, Inc., of Fulton, New York, manufacturers of a wide line of paper products, including Sealright liquid-tight containers, packing trays, butter tubs, paper milk bottles, megaphones, and Sealright milk bottle caps, both the plain or standard, and the "pouring-pull" variety.

Advertising Plus Direct Mail

It is this latter item which is being advertised nationally. Recent copy in a well-known weekly stated that, "Bottled milk, capped with a Sealright Pouring-Pull Milk Bottle Cap is spill-proof and mess-proof. No waste—no opener to misplace. Sealright Pouring-Pull Caps provides: 1. A safe, clean way of quickly removing

The Milk Bottle Leaps From the Back Porch Into National Magazines To Prove There Is No Product So Dull It Can't Be Advertised Profitably

By NORMAN LEWIS



cap—just lift the tab and pull. 2. A safe, clean way of pouring without spilling, through opening in cap. 3. A more healthful way of drinking milk by inserting straw through cap opening. If your dairyman doesn't use Sealright Pouring-Pull Caps, send us his name and we will send him samples."

But the Sealright Company, to quote their own words, "have never been entirely satisfied to advertise in a national medium and let it go at that. We have always merchandised our advertising to our jobbers and to the dairymen through direct mail. We believe that when an advertisement appears in a popular weekly, for instance, our job is only half done, and it is up to us to merchandise that advertising so that we may get its full value.

"We do a fair amount of business-paper advertising as well as

the placing of copy in national mediums and we supplement our entire campaign by a series of direct mail folders which tie up as near as possible to the advertising copy. We circularize almost every class of trade that is interested in our product, using printed folders and individual letters run off by a battery of automatic typewriters."

The Sealright Company, also, this last summer, nationally advertised their liquid-tight paper containers. The latter are used for carrying ice cream, oysters, cottage cheese, sauer kraut and similar products. Full color pages in a leading women's maga-

zine were particularly attractive. One of these advertisements read:

"Good taste now demands this better way of serving Ice Cream.

"No wonder she's proud of it! And any woman would be proud to serve ice cream this new and better Sealright Way—luscious, round slices that tempt the eye, and lure the appetite! It's so easy, simple, and neat to serve. No messy spooning or handling. No wonder the Sealright Way is so popular in the country's best homes!

Copy Angles on Containers

"Only Sealright Liquid-Tight Paper Containers make it possible to serve ice cream the Sealright Way (see illustrations at left). Sealright Containers are a distinct improvement over every other paper container for ice cream and all moist foods.

An Institution

ANNUAL REVIEW NUMBER

«A record of the Industry's
work for the year and a
measure of its confidence
in tomorrow.

A black and white photograph of a man in profile, wearing a dark suit and white shirt, looking down at a large, thick book he is holding. The book's cover is visible, showing the title 'THE IRON AGE' in large, bold letters, with the subtitle 'An Intimate Word' below it. The man is seated at a desk, and another document or book is partially visible on the desk to his right.

THE IRON AGE ~ *The National Publication
of the Metal Trades*

690 Pages of Advertising

Sealrights are practically airtight. They keep the cold in and the warm air out. Ice cream keeps firm longer, and looks and tastes better when served from a Sealright. And fortunately, most progressive merchants now use Sealright Containers. The name 'Sealright' is stamped on the bottom of every genuine Sealright Container. Try your favorite ice cream today in a Sealright. Get it on your way home tonight or order it from your dealer in a Sealright."

The business paper advertising of Sealright containers is interesting too. A two-color page running in drug store and confectionery journals read:

"How Long Will Your Ice Cream Carry?"

"Is it soft, squashy—and unattractive looking when the customer gets it home; or is it in firm, appetizing condition, ready to be served in attractive, round slices?"

The Sealright Company is now completing its fourth year of national advertising. And what have been the results? To quote the company again: "We find that it helps us sell all of our products. . . . We experience less sales resistance from the dairymen and from our jobbing connections because of our advertising. The familiarity of our trade name through advertising has helped to widen and stabilize our product."

Four Years of Advertising

The second national advertiser of milk bottle caps is the Smith-Lee Company, Inc., of Oneida, New York. This concern also makes a distinctive cap, called the "Perfection Pull and Hinge Cap." A recent national magazine ad of theirs is headed, "Let us prove it for one month—free," and then offers to send a month's supply of Perfection Caps free. The copy concludes, "Just mail the attached coupon today. You'll insist that your milkman use them. And he will be glad to give you this added protection and convenience."

The Smith-Lee Company reports that they receive an average of one hundred and fifty coupons

a day from these national advertisements. Questioned as to the results experienced from the campaign as a whole, they say:

"We have been advertising in national periodicals for some time and our records show that it has been very profitable, and that our coupon system has been very satisfactory as it places in the hands of the ultimate consumers some of our product and enables them to prove conclusively to the milk distributor just what they want."

Closely allied with milk bottle caps are milk bottles themselves. And here we have a national advertiser, too—the Thatcher Manufacturing Company, Elmira, New York. The copy appeal of this concern is summed up in a recent consumer-publication message: "Serve more bottled milk at home, at school and at the office or factory. Milk bottled in Thatcher Superior Quality Milk Bottles is your guarantee of full measure, always. Look for the trade mark on the bottle's lower edge."

Experiences With Inquiries

An executive who helps to shape this firm's advertising policies makes the following interesting comment:

"The purpose of the Thatcher campaign is to assist in increasing the consumption of bottled milk. The consumer is reached through two leading national publications—a weekly and a monthly, and the dairyman through full page advertisements in color in all of the leading trade journals and through direct mail advertising to a selected list.

"Both the trade journal and the direct mail advertising not only set forth the superior features of Thatcher Milk Bottles, but also explain the value to the dairyman of Thatcher's consumer advertising, and particularly the value to him of tying up with the consumer advertising through the use of Thatcher's posters.

"Each year the Thatcher Manufacturing Company gives free to dairymen throughout the country large posters for use on wagons, trucks, billboards, store windows, in schools, office buildings and

elsewhere. These posters are unselfish, inasmuch as they merely promote the bottled milk business. They do not even mention the name of the Thatcher Manufacturing Company.

"Letters received from dairymen all over the country indicate that these posters and the local consumer advertising of the Thatcher Manufacturing Company have greatly increased their sales of bottled milk. The company's sales of milk bottles have increased at a very satisfactory rate since the advertising was begun. Part of the credit for this increase is due to the advertising, and part of it is due to the fact that the company has spent a large sum of money in perfecting its manufacturing processes so as to produce a better milk bottle, one that will 'stand more trips.'

"As you probably know, the average dairyman is not much of a merchandiser. He knows very little, if anything, about advertising. He is not big enough to use local newspaper advertising, and he can scarcely afford to get up material as attractive as that which he can secure from the Thatcher Manufacturing Company. Consequently, their advertising material has proved of a very practical value to the dairyman. An interesting thing about the campaign is the fact that approximately 92 per cent of the dairymen to whom posters are furnished actually use them, in some way, to advertise bottled milk.

The Advertised Milk Bottle

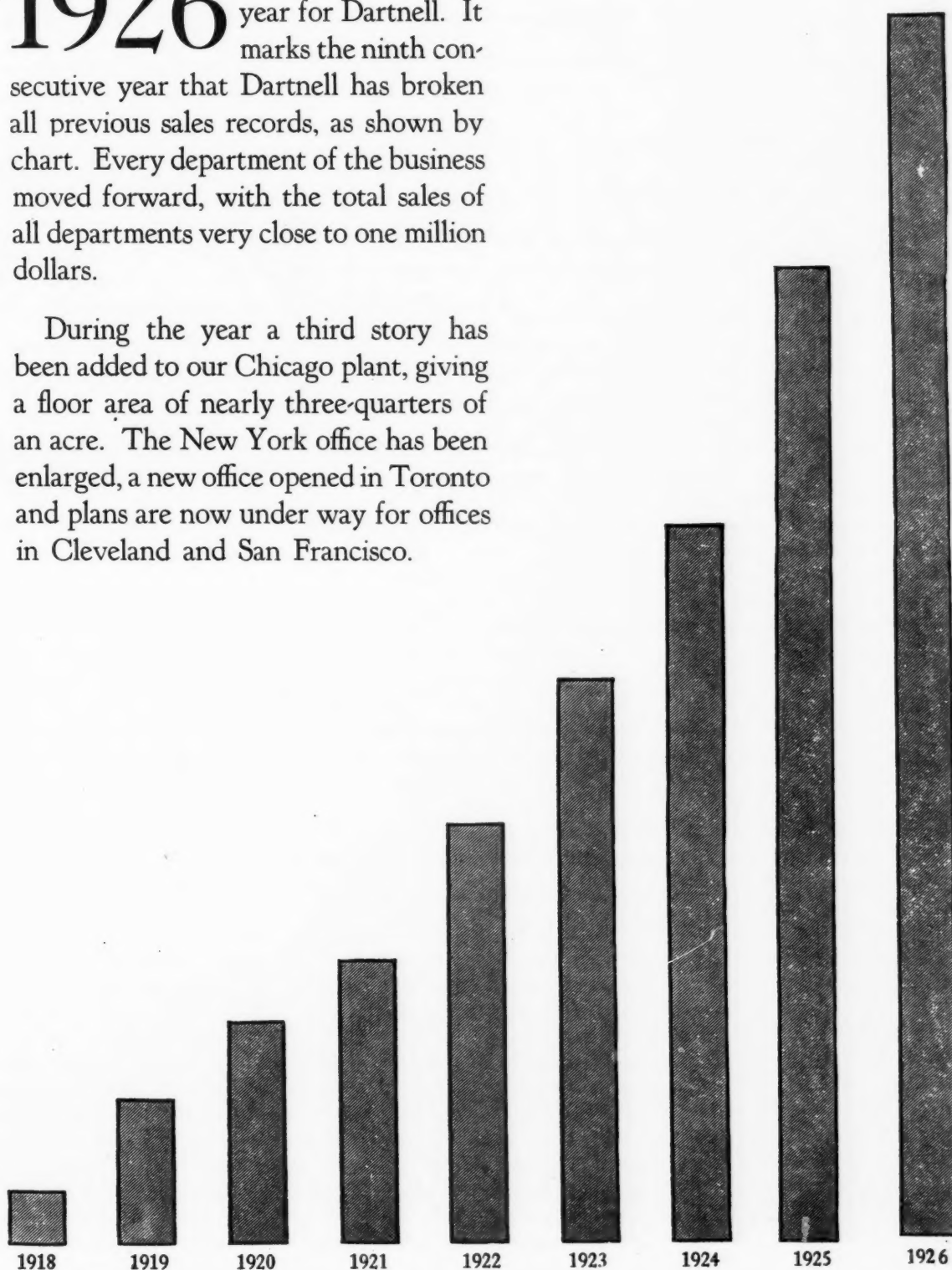
"The campaign, as a whole, has greatly increased the good-will of the trade for the Thatcher Manufacturing Company. The advertising is very thoroughly merchandised to the trade by all of the Thatcher Manufacturing Company's sales representatives."

Manufacturers of other "hard-to-advertise" products, particularly those who are considering the use of national consumer advertising to reach their immediate market indirectly, should find much encouragement in the experiences of the concerns I have outlined.

Nearing the Million Mark!

1926 was another big year for Dartnell. It marks the ninth consecutive year that Dartnell has broken all previous sales records, as shown by chart. Every department of the business moved forward, with the total sales of all departments very close to one million dollars.

During the year a third story has been added to our Chicago plant, giving a floor area of nearly three-quarters of an acre. The New York office has been enlarged, a new office opened in Toronto and plans are now under way for offices in Cleveland and San Francisco.



The Oklahoma Farmer

(Continued from page 26)

worked pretty hard the last fifteen years. When I first started, I harvested my crop all by myself, which sure made me hustle. Why, I used to work from dawn until two o'clock in the morning, shocking wheat. Every other night I took a good night's rest so I could work the next. When the war came and labor was so high, I even let my wife help in the field. But now I don't have to work so hard, because my boys help me when they are not in high school.

A Specialty Selling Parable

"I'm just getting where I can take life a little easy. There are lots of things I want for the house. Take a radio. I'd like to have one of them, but they are a little too high. I was looking at one the other day but it cost over three hundred dollars."

When we told Mr. Bleche that he could get a good, serviceable radio for a great deal less money he seemed surprised and pleased. Some dealer in Perry is missing a splendid opportunity of selling Mr. Bleche a radio. I am sure he could be sold many other household things that would add pleasure to his home. He has the money and the desire to buy them. The right kind of salesmanship would make him buy.

Right across the road lives J. H. Dolezal. We found him and his grown son working in a well-equipped blacksmith shop. There were a steel drill, an anvil, punches, hammers, a large forge, etc. In the rear of the building was housed a tractor, a truck, a McCormick thresher, and a light sedan car. The putt-putt of a Delco lighting system that had been in constant use for eight years came from a small stone house nearby.

"How would you like to go back to kerosene lamps?" I asked Mr. Dolezal.

"Well, sir," he replied, "I just don't want to think about it. I've had running water in the house for over four years, too," he

added with quiet pride. "One of my neighbors bought a lighting plant but it broke down after a few months and he never used it again. But some store in town has had a man out here selling gas lights and he has sold about eight of them. They cost around three or four hundred dollars."

Mr. Dolezal left the impression that had it not been for that plant which went to the bad, there would have been more electric lights on neighboring farms. It would have taken little effort on some dealer's part to repair that plant. Perhaps there is a lesson in this for some sales managers who wonder why their products do not sell in certain territories.

Back in Perry we had a chat with the county agent. "I'm getting along fine with my club work," he told us. "Last year I had 238 boy members and a similar number of girls in twenty clubs. This year I will have twenty-six clubs. Most of the boys this year are signing pledges to raise hogs, and they are getting a large number of brood sows. Farmers surely are getting interested in hogs again. You know this county was just about cleaned out of hogs in 1923 when the hog market was around six or eight cents and the price of corn out of all reason? But in a year or two we will be well stocked with hogs again."

Farm Interests Broadening

At Enid we talked to the Garfield county agent. He had a farmers' meeting scheduled for that afternoon to organize a cow testing association. Testing cows for butter fat production is the most modern and scientific method of dairying, and the agent assured us that the association would be formed.

Garfield county is typical of the wheat section. In Enid, the county seat, the streets were filled with farmers and the day was Friday. All streets were lined with cars, and the stores were well filled with shoppers. The

show windows were attractively decorated for Christmas.

From the wheat section we swung down into the cotton country and for the first time we began to hear the talk of hard times. Fully 25 per cent of the cotton was still in the fields, and the market price for this cotton was from six to eight cents (December 10). Without doubt much of this cotton will never be picked.

Indicative of the plight of large numbers of the cotton farmers, many of whom are renters, is the incident related to me by N. C. Hill, vice-president of the First National Bank in the little town of Pocosset.

Among the Calamity Howlers

"Yesterday a renter, on whom I hold a note, came into the bank with his receipts for a bale of cotton. After he had paid for the picking, ginning, and the fourth owed to the owner of the farm, he had exactly seventy cents left. This man has raised no other money crop.

"The renters are hard pressed this year. The landlords do not encourage them to raise other crops, and the renters haven't the money to make the necessary improvements to raise poultry and live stock. When cotton fails them, they fail.

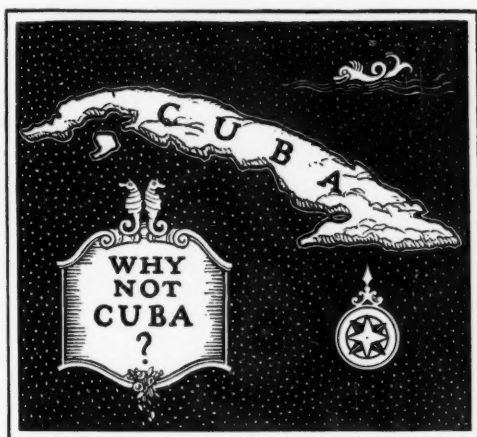
"But I'll tell you what's wrong with this country," continued Mr. Hill. "It's the automobile. Farmers today buy a car and spend their time and money running around over the country. Where they used to pick their own cotton and take it to town, they now have it picked with hired labor. The hands drive it to town, and the farmer goes in his car. Yes, sir; it's the automobile that's to blame."

But one has to take the talk of farmers and even small town bankers with a grain of salt. The farmer is the original calamity howler. Many of the Oklahoma cotton farmers are not as hard pressed as conditions and reports

SAN FRANCISCO to NEW YORK...

WHY NOT

CUBA?



A SAN FRANCISCO steel broker found that a competitor had stolen a march on him by leaving for Cuba, where an important purchase of steel was about to be made. Shortly before this, he had handled a transaction with New York by Long Distance. So . . . "Why not Cuba?" He got his man in Havana. In a few minutes — while the competitor still had half of his journey to go—he clinched the deal. It amounted to \$300,000!

MORE and more, as facilities grow, the business man who travels by wire passes those who go by any other means. A long distance call knows few limitations of time or distance. It saves the time and energy spent in travel and, in minutes, gets things done that otherwise would take days. Through the Bell System, investing a million dollars a day to develop and extend America's wire communications, the busy man can go anywhere and reach almost anyone by telephone.

Are you sure that your various departments know the full possibilities of the telephone in your business? The road men of many concerns, after convincing trials,

are using the long distance telephone when important information is needed quickly. Whenever an expensive trip can be saved. When a telephone call in advance will insure an important appointment. Where someone can be interviewed who otherwise could not be seen.

Our Commercial Department in your city will be glad to help you investigate the usefulness of Long Distance to the various departments of your business. In the meantime, what important purchase or sale is pending that could be closed by Long Distance—without leaving your office? What distant man or concern would you like to talk with, now? . . . *Number, please?*

BELL LONG DISTANCE SERVICE



seem to indicate. Many farmers who own and produce their own crops are in fair condition. They have not depended upon cotton alone, having planted other money crops and raised poultry and live stock.

In Chickasha, surrounded by cotton country, business had every appearance of being good. The streets were filled with people and cars. Two brick buildings, in course of construction, will house two retail shops each.

Oklahoma is expecting approximately a twenty per cent reduction in cotton acreage the coming year. In many places we saw wheat planted between cotton rows. In the last years cotton has been encroaching upon wheat territory. This year it will be the reverse. Many farmers told us they were reducing their cotton acreage, and others who know little else but cotton farming, were frankly undecided what to do. "I'll swear, I don't know what I'll plant next year," one of them told us. "I didn't make expenses on cotton this year, but I can hardly plant anything else."

Diversification Grows Cash

The best solution for this situation is to be found on the farm of John Gerhards between Oklahoma City and Guthrie. We drove into Mr. Gerhards' place on as miserable a cold and rainy afternoon as I ever care to see. Instead of finding him in his house hovering over a warm stove, we located him in a field spreading manure. After he had finished, we went to his house to warm.

"How do you make a living on this farm?" I asked him. It took him two hours to answer that question, and all that time he was giving us hard facts and figures. He milks sixteen cows, selling the butter fat which brings him a monthly income of \$50. His yearlings sell for \$35 a head, for they are pure bred. He usually sells about \$200 of Irish potatoes, and \$250 of sweet potatoes. Those that are too small are fed to his hogs, which net him an annual income of \$250. His 125 hens produce another sizable monthly income. Fifty head of goats graze

on his pasture land for the purpose of clearing out the underbrush, but their wool adds another \$50 to the yearly income. He fertilizes from fifteen to twenty acres a year, and this has made his land just twice as productive.

Figure up these items and several others that I do not mention, and it will be seen that Mr. Gerhards has a very comfortable income. He lives almost entirely off the soil. No grocery store gets the bulk of his income. He rarely plants more than fifteen to twenty acres of cotton, and this has usually paid his rent in the past.

Such farming is the answer to the one-crop farming which has brought failure to the cotton farmer. Farmers will say that this cannot be done on rented land, yet Mr. Gerhards rents every acre of his 360-acre farm. However, he pays a cash rent rather than a share rent, which is the root of the cotton evil.

Oklahoma is hitting the long stride of progress. You merely have to drive through the state and observe the new barns, homes

and stores that are being built to realize this. At present the most backward part of the state is eastern Oklahoma where farming is still rather primitive compared with the northwest, but good promotion work can bring it out of its old methods.

Today about the worst feature of Oklahoma is its roads. In dry weather they are as good as a fast race track, but in extremely wet weather they become well nigh impassable. However, this is being swiftly overcome. Many counties are putting down hard surface roads, and in two years two hard surface roads will stretch entirely across the state in a north and south direction. This should make the automobile business take a forward jump in the coming years.

Such are my observations during a swing through a goodly portion of the state. The sales manager who treats Oklahoma like an orphan child is cutting his own throat. There are enough sales opportunities in Oklahoma to help make the line on your sales chart reach out for the peaks.

Nation in Good Shape— Hoover

CAREFULLY disclaiming any pretense of setting himself up as a prophet, Herbert Hoover, Secretary of Commerce, issued a statement several days ago in response to requests from newspapers and magazines for his opinion of conditions and prospects for the coming year. He guards himself against inaccuracy by hedging his statement with this preamble: "A reply to requests for opinion on the New Year's economic prospects can only be based on the economic currents already born of the old year. New and unknown currents will enter in the new year, so there is no such thing as assured economic prophesy."

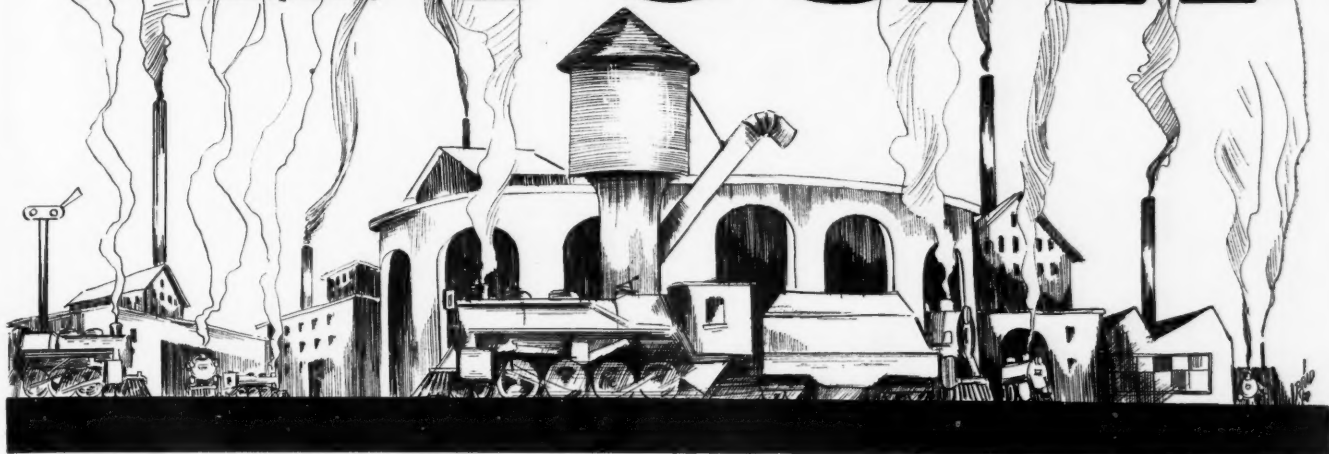
He winds up, after several pages of explanation, with this summary: "Altogether we enter the New Year with a job in

prospect for most everybody, with the whole nation better fed, better housed, and better clothed than any other nation. The large disappearance of poverty in the chronic sense should make us more sensible to the remedy of misfortune in the individual sense, and the high recovery of industry and commerce from the losses of the war should make us sensible of the needs of agriculture."

ADVERTISING FIRM TO MOVE

Rickard and Company, Inc., New York advertising agency, will celebrate its fifteenth anniversary in April by moving into the new Graybar Building, which is rapidly becoming recognized as the advertising and publishing center of the city.

The World's Greatest Railroad Shops are in **ALTOONA**



ALTOONA is in the heart of one of the world's greatest transportation systems. The Pennsylvania Railroad Company's great shops, many units of which are the largest of their kind in the world, give steady employment to approximately 14,000 men who are paid annually \$24,000,000 in wages. They produce and repair equipment valued at over \$60,000,000.

ALTOONA is a shopping center not only for this great army of skilled wage earners, whose earnings are unusually high, but for over 150,000 people who come from within the Altoona circle, whose radius is 25 miles in all directions.

ALTOONA has a large number of retail stores which are metropolitan in their appointments, service and the quality and variety of their merchandise. Its mercantile business totals more than \$45,000,000 annually, of which \$26,000,000 represents retail business.

The Altoona Mirror Dominates This Rich Market—

With an average A. B. C. circulation of 27,884, more than twice the circulation of any other Altoona newspaper, the MIRROR reaches a great buying power, the Altoona Market. The MIRROR circulates into practically all the homes of Altoona proper and throughout the entire 25 mile radius. The national advertiser can send his

message at comparatively little cost with the assurance that it will be read by an intelligent class of people who respond to national advertising.

Furthermore, he will receive the co-operation not only from the MIRROR, but from the dealer who knows and appreciates the value of the advertised product.

Altoona Mirror

ALTOONA, PA.

Business Direct

FRED G. PEARCE, Advertising Manager

SALES MANAGEMENT, JANUARY 8, 1927 [49



© Underwood & Underwood

When the House Is Legally Liable For Salesmen's Acts and Claims

FEW persons are aware of the fact that a firm is liable and responsible for all of the various acts which are committed by a salesman while he is acting within the scope of his employment.

Quite recently an important decision was rendered against a company that was sued by a garage owner for the damages inflicted upon a hired automobile which was being driven by a salesman in the regular course of his occupation of selling merchandise for his employer. The salesman hired the automobile from the garage owner and agreed to pay a stipulated price for its use for a period of three days, during which time he intended to travel from town to town for the purpose of soliciting orders from the merchants in the interest of the firm which paid him a commission on the total amount of the sales.

While driving the automobile from one town to another, the salesman negligently lost control of it. The automobile ran down a hillside and was damaged to the amount of about three hundred dollars. The salesman himself was painfully injured. He was

A Digest of Court Decisions in Which Salesmen's Misdemeanors, Claims and Accidents Have Proved to Be Costly Liabilities for the House

By LEO T. PARKER
Member of the Ohio Bar

taken by a passing motorist to the nearest physician who administered to him, and from whose office the salesman conversed with the owner of the hired automobile by phone and explained the occurrence of the accident. He also informed the owner where the automobile was located. The owner sent a wrecking car for the damaged automobile, and it was repaired.

Some Test Cases

The garage owner requested the salesman to pay the cost of returning the car to the garage, together with the repair bill for replacing the automobile in first-class condition. However, the salesman was financially unable to meet the obligation, and the garage owner instituted legal proceedings against the firm, which employed the salesman, to recover the amount.

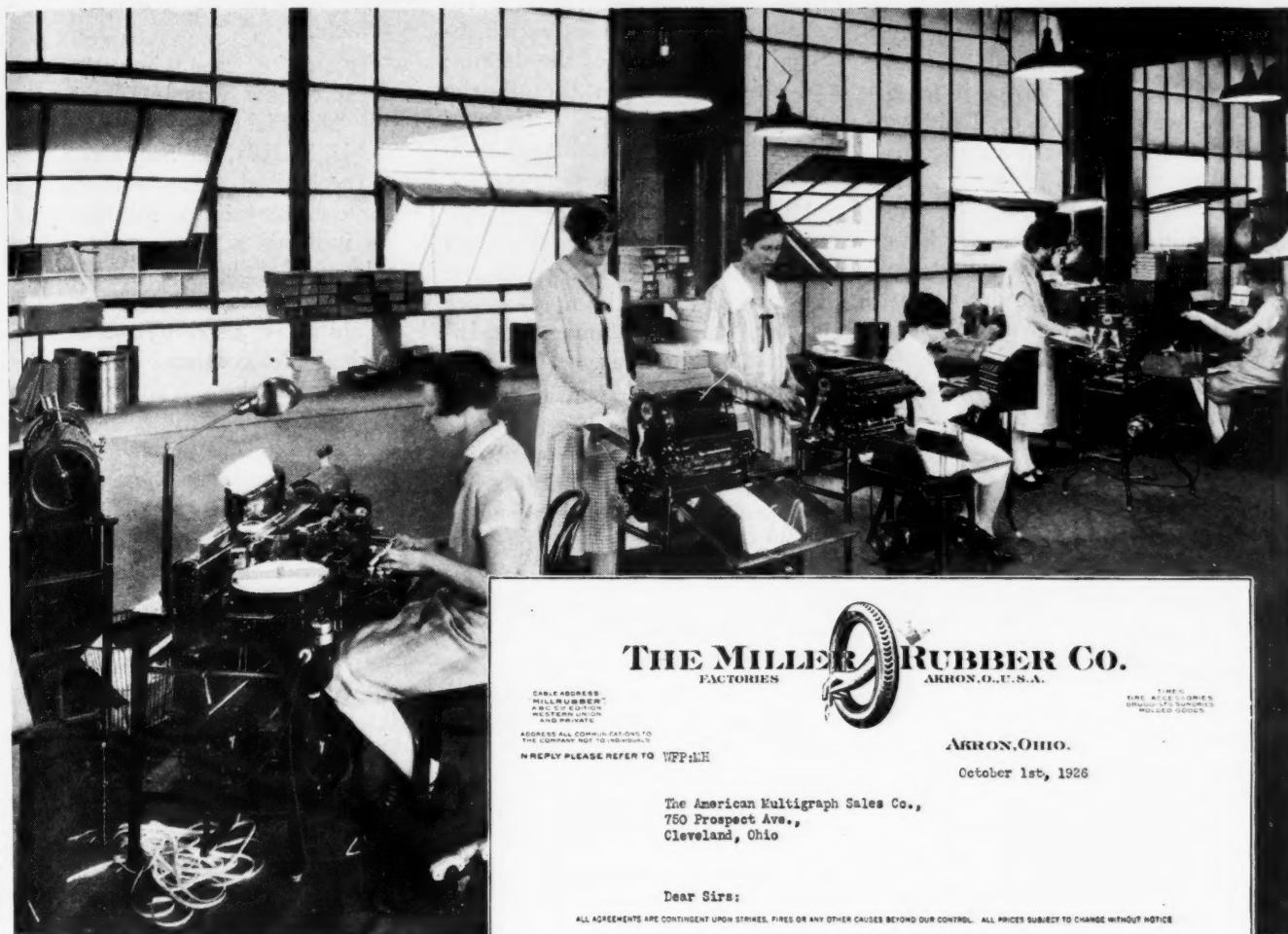
It was proved conclusively that the salesman was acting within the scope of his employment at the time the accident occurred and, therefore, the firm was held liable for payment of the sustained damages. The firm owed the salesman back commissions and

charged the expenses of the lawsuit together with paid damages to the salesman's account.

The salesman investigated the law and was informed that the firm was within its rights in withholding the money to pay the expense which actually had been borne by the firm, but which was the result of negligence on the part of the salesman in driving the automobile off the roadway.

In explaining this instance the salesman said: "The automobile which I hired was in fairly good condition. I agreed to pay \$10 a day for its use to cover the surrounding territory for the purpose of selling merchandise to the storekeepers. I have been employed by the same firm for a period of ten years and it has always been customary for the firm to pay me a commission on all sales. A portion of my commissions is not paid until the merchandise is

Reaching 100,000 Retailers



THE MILLER RUBBER CO.

FACTORIES

AKRON, O., U.S.A.



CABLE ADDRESS:
MILLER RUBBER
AKRON, OHIO
U.S.A.

ADDRESS ALL COMMUNICATIONS TO
THE COMPANY NOT TO RETAILERS
IN REPLY PLEASE REFER TO WFF:AH

AKRON, OHIO.

October 1st, 1926

The American Multigraph Sales Co.,
750 Prospect Ave.,
Cleveland, Ohio

Dear Sirs:

ALL AGREEMENTS ARE CONTINGENT UPON STRIKES, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL. ALL PRICES SUBJECT TO CHANGE WITHOUT NOTICE

Miller Rubber Company Markets a Million Pieces of Finished Rubber Goods Daily With the Aid of Multigraphed Direct Mail.

Many a large concern has a similar opportunity open to it in economical production of the kind of mail matter that serves merchandising and reduces the ratio of direct sales expense to volume.

Typesetting No Problem Here

The machine in the foreground above is the Multigraph Keyboard Compotype which is to the Multigraph what the linotype is to the newspaper.

Look under "American Multigraph Sales Company" in your telephone book, or write to the address below, for complete information about recent revolutionary Multigraph improvements.

THE AMERICAN MULTIGRAPH SALES CO.
1832 East 40th Street
Cleveland, Ohio

In the building up of distribution for its daily production of a million pieces of finished rubber goods, The Miller Rubber Company has made constant use of direct mail advertising. Directing the operation and insuring the consideration of our products by 100,000 retailers of all fields, together with factory branches, jobbers and distributors, is a task which challenges any office equipment.

For example, we are marketing our line of surgeons' gloves and druggists' sundries through one group of retailers - our inflated rubber toys and balls through another and our Geared-to-the-Road tire through yet a third and so on. Only a smooth running system of form letter production would meet our need.

We want you to know that our system, based on the use of three of your #36 machines and one of your automatic typesetting machines, has been operating satisfactorily since its installation. We are running on your machines all forms which come within their scope. In addition, all of our direct mail advertising, including our Miller Personalized Service to dealers, is produced on them.

A recent check-up on cost of operating your machines has indicated a gratifying saving.

We have in addition been getting a high quality of evenness and clarity in our form letters.

Very truly yours,

THE MILLER RUBBER COMPANY

Wm. F. Ziegler
General Manager



the typewriting MULTIGRAPH

SALES MANAGEMENT, JANUARY 8, 1927 [51

paid for by the merchants. For this reason the company usually is indebted to me to the amount of a few hundred dollars.

"I will admit that it was my fault that the automobile was wrecked, because I drove it from the roadway. However, I did so to avoid colliding with an oncoming automobile and it was a matter of either being struck by the approaching automobile or driving from the highway. I chose the latter course, and quite naturally the automobile which I was driving was considerably damaged. However, I am of the opinion that the expenses which were incurred in repairing the automobile should have been borne, in part at least, by the firm."

If this salesman had been employed on a salary and expenses, the outcome would have been different.

Acting Within Employment

It is not difficult to arrive at a reasonably accurate decision as to whether the salesman, himself, or the firm who employs him is liable for damages which are inflicted by the salesman. The rule is: When a salesman is acting within the scope of his employment and is doing those things which the firm expects and pays him to do, and an accident occurs, the firm is liable. Providing, of course, the salesman is negligent in causing the damage.

In another case, *Rexroath v. Holloway*, 90 N. E. 87, it was disclosed that a salesman hired a horse and buggy to call on customers of his employer. He hired the conveyance to drive to a town 10 miles away, but actually went to a different town 14 miles distant. He over-drove and over-watered the horse, which died. The owner instituted suit against the salesman's employer for the value of the horse. The court held the employer liable, although the salesman misinformed the owner where he intended to go. In upholding the lower court decisions the higher court said: "Where a servant is engaged in accomplishing an end which is within the scope of the employment, and while so engaged, adopts means

reasonably intended and directed to the end, which results in injury to another, the master is answerable for the consequences, regardless of the motives which induced the adoption of the means; and this is so even though the means employed were outside of his authority, and against the expressed orders of the master."

Moreover, an employer is liable for acts committed by a salesman who acts within the scope of the employment, which may effect slander, or other damage, as injury to third persons.

For instance, in *Lewis v. National Cash Register Company*, 87 Atl. 345, the suit involved an injury inflicted on a pedestrian when he was struck by an automobile which was being operated by a salesman for the cash register company. It is important to observe that the contract read in part that the National Cash Register Company "constitutes and appoints P. A. Kaler . . . as sales agent for its cash registers." The contract also outlined the territory to be covered and, further, provided that the salesman was to devote his whole time and best endeavors to the business of the company. And the salesman was to receive a commission on all registers sold, but the contract clearly specified that he was to pay all of his own expenses, traveling, etc., for which he was to contract in his own name and under no circumstances was the company to be responsible therefor.

A Typical Case

The company, in attempting to avoid liability for the injury, argued that the use of the automobile was unauthorized by the contract of employment. However, the court held the cash register company liable for damages as a result of the injuries inflicted by the salesman and said: "It is apparent from a plain reading of the contract that it was fairly within the contemplation of the parties that Kaler (salesman) was to use some means of conveyance effectually to prosecute the master's business. The appellant (company) would hardly have

effected that Kaler was to carry heavy cash registers to customers or prospective ones in any other way than by some kind of a vehicle."

In another case where the same point of law was involved (*Singer Manufacturing Co. v. Rahn*, 132 U. S. 218), the Supreme Court of the United States held the Singer company liable for the injuries inflicted a third party by its salesman. The facts of the case are that the salesman was to sell machines on a strictly commission basis. The company furnished a wagon, but the salesman supplied the horse and harness. While he was going from one place to another for the purpose of soliciting orders for the company, a pedestrian was run over by the horse and wagon, and seriously injured.

The Other Side of the Question

In holding the company liable, the court explained that where a salesman agrees "to give his exclusive time and best energies to said business," the employer is liable for all acts which the salesman does while working within the scope of the employment, in the same respect as where a salesman is employed on a straight salary.

On the other hand, where a salesman is not acting within the scope of the employment at the time a damage-effecting act is done, the employer is not liable. For example, in *Weinstein v. Singer*, 106 N. Y. S. 513, the court held an employer not responsible where a salesman, without authority from his employer, entered the customer's building and took by force an article that the customer had agreed to pay for on the installment plan.

The customer was seriously injured when attempting to prevent removal of the article. In holding the employer not liable, the court explained that no evidence was introduced to prove that the salesman had authority to enter the building and take the property. However, if the injury had been inflicted while the salesman was soliciting orders there is little

(Continued on page 72)

This Direct Advertising Idea Cut Selling Costs Two-Thirds

IN 1925 the Wynns Tire and Rubber Company, distributors, Los Angeles, sold \$500,000 worth of automobile tires, principally to commercial car operators. This half-million dollar volume was secured by the employment of one salesman only. In 1926 figures not yet totaled indicate that the firm's business will go above \$700,000; and during most of the year only two salesmen covered the entire territory.

It seems humanly impossible for one man to sell half a million dollars' worth of automobile tires to 1,000 customers; or for two salesmen to sell nearly three-quarters of a million dollars worth of tires to something over 1,100 different persons. That is the average work of nearly a dozen salesmen. The whole explanation of the unusual volume per man is the company's "Purchasing Agent's Guide," a direct mail advertising idea originated by B. Wynns, head of the company, when he founded the business six years ago.

A Creator of Sales

The idea has been so well developed that it has practically taken the selling job off the firm's hands. The salesmen really are not salesmen at all, but merely good-will builders, who visit the company's customers at intervals to keep in touch with them. Salesmen seldom directly solicit business and the sales directed by them direct are negligible.

The Purchasing Agent's Guide is a simple loose-leaf arrangement, containing the latest price information and data on all sizes and makes of tires handled by the company, so presented and perpetuated that a purchasing agent simply cannot afford to throw it in the waste basket. Although the company does sell tires to

How One Tire Distributor Uses an Advertising Idea That Does the Work of a Dozen Men and Sells \$700,000 Worth of Merchandise Annually

By RUEL MCDANIEL

RECIPE: Take one old idea, give it a new twist, promote it a little better than seems necessary. Don't mind if associates and competitors say it will not work. Go ahead and give it a good try. This is what the Wynns Tire and Rubber Company did. And by issuing a catalog and calling it a "Purchasing Agent's Guide," and by making it of real worth and help to customers, they whacked off a big slice of sales expense.

There is scarcely a business that isn't badly in need of a few new ideas such as the ones described in this article. Perhaps there'll be the nucleus of an idea for you in this story of Wynns.

individual car owners, it caters primarily to the commercial car operator, and this Purchasing Agent's Guide is aimed at the commercial fleet owner.

The basis of the guide is a heavy cardboard binder, on which is printed the title of the publication, the firm's name and other data concerning the company. The cardboard is colored, so that the binder is easy to see among other papers on the desk. It is cut to hold a regular 8½ x 11-inch sheet of paper. Clamps that are easily removable hold the two pieces of the binder together.

The company's commercial accounts are divided into two groups. One consists of large, national concerns which operate from fifty up to several hundred motor vehicles in the district. The other includes local or sectional firms which operate fleets with less units than the requirement to be included in the first named. Obviously there is a difference in

price to the two groups. The same binder is used for compiling the data for both groups, except that a rubber stamp shows on the front cover of the guide to which group of customers the guide applies.

The sheets that make up the guide are multigraphed, and there is one for every make of tire carried by the company, and as many as are needed to give complete price information of every size of casing, tube, rim, flap and other tire accessories carried by the firm. The tires, tubes and so on are listed according to size and priced opposite, so that every item and size can be located quickly.

When a customer or prospect is initially called upon he is presented with a guide containing the latest price lists and information. Then as price changes are made, the company sends new sheets to all holders of Purchasing Agent's Guides, with letters explaining where the new sheets should be inserted in the guide and what sheets they supersede. Thus the same binder of the guide lasts indefinitely.

Easier Figuring for Dealers

"I really originated the Purchasing Agent's Guide back when tires were invariably quoted and sold with the manufacturer's list price as a basis," Mr. Wynns explains. Taking the list as a basis, the dealer then deducted first one then another special discount, according to the class of customer with which he was dealing. The method was complicated and made it something of a problem for even the dealer or distributor to figure his prices accurately and quickly. Obviously it was next to impossible for the purchasing agents of large organizations whose duties included many other things more important than

buying tires, quickly to figure tire prices rightly. The old list basis was always confusing to both customer and seller.

"So I really originated this guide to get around that list price problem. Instead of giving a commercial customer the list price and telling him the various discounts to which he was entitled and then leaving it to him to figure out what each size of tire would cost him, I figured all the discounts to which he was entitled and the price thus quoted was the actual price he would pay.

"Naturally the guide was appreciated. Instead of wading through a maze of figures and at the end wondering if the distributor really had given all the discount to which the buyer was entitled, all the purchasing agent had to do was to hunt out his tire sizes in the guide and get his prices. They were not long in recognizing the value of the service.

The Right Introduction

"Not only was the guide accepted heartily when the purchasing agents bought from us, but they soon began using it to compare prices quoted by our competitors. In most cases, even if we did not get the business, we usually played a constructive part in it, because our guide was used in figuring prices. That meant good will for us.

"Today the old list price evil is almost a thing of the past, but the guide has won a place on the purchasing agent's desk that it will always occupy, even though tire buying has become more simplified. Not only is it used in buying tires by practically all of the more than eleven hundred commercial accounts which have copies of the guide, but it is used freely by buyers in checking their tire bills each month. When they wish to check a bill, they merely compare the bill with the corresponding size and make of tires listed in the guide. That saves figuring and permits them to do in an hour what it used to require a day to do. They use the guide

not only in checking our own bills, but those of other tire concerns from which they have bought. The guide has practically become a Bible among tire buyers, because it provides an indispensable service.

Much of the success of the idea depends upon its introduction, Mr. Wynns points out; and there is where the most valuable part of the salesman's work comes in. When the company learns of a new commercial prospect in its territory, the salesman takes a copy of the Purchasing Agent's Guide filled with the price lists corresponding to the prospect's classification, and calls upon the newcomer. The salesman does not go there to sell tires but to present the guide. He meets the purchasing agent and explains to him just how the guide can be of service to him, stressing that it may be used whether he buys from Wynns or not.

The prospect is told that his name is being placed on the firm's mailing list to receive all price changes promptly, and he is told how to insert the new sheets in order to keep his guide up-to-date. The letter that accompanies each new sheet for the guide duplicates this instruction.

The company keeps an accurate check on all firms which have been given guides, for two reasons. In the first place, it prevents needless duplication. In the second place, and more important, it prevents a customer in the second classification from securing, in some roundabout way, a copy of the sheets that make up the guide for the first group and ordering from that list; for the first thing done by the company when an order is received from a customer whose classification is not absolutely known, is to check his name against the list of those having guides, to see to which classification he belongs and which guide he has.

"This guide is the backbone of our sales plan," Mr. Wynns declares, "and it is largely responsible for the growth of the business from nothing to nearly three-quarters of a million dollars a year. Because it is of so much practical value to purchasing agents that they cannot afford to destroy it, and because our letters and price changes reach them so often, they just naturally can't forget us when they are in the market for tires. Their telephone or written orders are the result."

Juvenile Sales Force Helps Church Fund

Orval Simpson, of the Jewell Electrical Instrument Company of Chicago, believes in "starting 'em young." He has recently organized a group of youngsters into a sales organization which sold, for the benefit of the parish house fund of St. Elisabeth's Church, Glencoe, Illinois, 1,500 pounds of apricots, and more than 9,000 pounds of prunes.

Mr. Simpson wanted to help the church raise money for the parish house and decided to organize the children of the Sunday school into a real sales force and canvass the homes of Glencoe to sell a shipment of apricots and prunes.

Five boys and five girls sold 4,500 pounds of prunes and apricots—180 boxes—in two weeks. These ten youngsters were the stars of the group for they sold more than all others combined.

The children were well trained and organized, just as if they were members of a regular business sales organization. Mr. Simpson reports that more than \$500 in profits was realized from the efforts of the children. This fund will be used to buy gymnasium supplies for the new parish house.

A general sales manager was selected as well as three "division managers" to set the pace.

SIMPLIFYING

The Language of Business



"The Nation's Business Paper"

HOWARD BOND

WATERMARKED

%, \$, @, #, ¢, —familiar as the letters of the alphabet, these common business symbols save words by conveying their meaning at a glance. Likewise the business form printed on Howard Bond simplifies the language of business. Instructs with brevity and exactness. Gets things done on the double-quick. Follows up without verbal memory jogging. Records the completed transaction. The most elaborate system of printed forms can be simplified through the use of Howard Bond. Thirteen colors and white provide the range of colors needed to individualize each form and prevent mistakes in routing and filing.

WRITE FOR SAMPLES

THE HOWARD PAPER CO., URBANA, OHIO

New York Office
280 Broadway

Chicago Office
10 La Salle St.

HOWARD BOND — HOWARD LAID BOND — HOWARD ENVELOPES — HOWARD LEDGER
HOWARD WHITE AND BUFF POSTING LEDGER

COMPARE IT — TEAR IT — TEST IT — AND YOU WILL SPECIFY IT



The Hurly Burly Manufacturing Company

ON THE outskirts of a rather important manufacturing center stand the extensive factory buildings of a nationally-known corporation. When judged by modern standards some of its buildings are crude structures, for the company is no youngster in its field—in fact, it is just now entering into its second generation of management. Only one building is thoroughly modern, dating from the war-order period.

Monuments of Forgotten Eras

The others, if the bald truth is to be stated, are monuments to a success achieved in decades when competition was far less, numerically. Of late years "annual earnings" have been either lean or lacking. The knack of making money seems to have departed from those acres of factory space.

Has the company "gone to sleep?"

Far from it!

Step up one flight of stairs to the rooms of the sales department, and you will promptly discard

A Word-Sketch of a Type of Sales Department Which Is Altogether Too Numerous—Is It Your Own?

By MORGAN P. WOOD

any suspicion that the fault is traceable to any loss of energy or lack of ambition. Nowhere could energy or desire be more obvious.

The sales department occupies two long, narrow rooms. At one end is the desk of the sales manager—usually surrounded by a cluster of eager assistants. Down the two rooms are the desks of those assistants and their stenographers. At the far end the advertising manager and his mailing list girls account for a considerable space. Every man is—either figuratively or actually—on his toes; there is no mistaking that fact. The rooms hum with the industry necessary to the handling of a volume which is within reaching distance of the five-million mark.

Nevertheless, it is already apparent that the net earnings for

1926 will again be a pitifully small return on the investment, the manufacturing floor-space, the man-power and the human energy involved. It is an industrial comedy—or tragedy, if you prefer—which might well

be entitled "Much Ado About Nothing."

Where does the fault lie?

Not in the product—for that is already good and is continually being improved.

Not in the factory—for it is admittedly above average in its ability to solve knotty problems and keep pushing its cost down.

They're "On Their Toes"

Not in esprit de corps—the best of spirit prevails.

The fault traces to that hard-working sales department and to the management which has permitted it to persist in a certain serious short-coming.

I said earlier that the people in that sales department are unquestionably "on their toes." They are—actually—too much of the time.

M'Queen Finds All-Year Market

"The only way eastern manufacturers can get any idea of the potentialities of business on the Pacific Coast, especially in its southern section, is for them to come out here in the winter, when commerce is pretty nearly frozen to death in their homelands, and get a good sun bath! Barring that possibility, the next best bet is for newspaper men to go East and take the story with them."

So declared L. A. McQueen, assistant to the general sales manager, and in charge of advertising of the B. F. Goodrich Company of Akron, Ohio, upon his arrival here yesterday, for a week of business and pleasure.

ALL-YEAR MARKET

"This is an all-year market, and most of us back East don't know it," McQueen said. "Contrast this territory with the upper Middle West section, for instance. Business in our line just about stops there on the first of September. People drive only to their offices and home again, and even that is no pleasure."

"Out here your motorists are on the go all the year 'round. You haven't any seasons. The tire business is good here twelve months out of twelve."

"Nevertheless, what do we find? Sales effort, including advertising effort, is planned for Eastern weathers, and is generally cut short around September or November, unless you're selling snowshovels and galoshes."

MANUFACTURERS LEARNING

"You are going to see this situation changed very soon. Manufacturers are learning that this market is not snowed under and beaten by blizzards, and that a year-round outdoor climate means a year-round buying activity. I think that's one of the reasons your people are so prosperous."

"I'm out here to get straightened up on that fact myself. And I can readily see that selling programs should be flexible enough to take such individual markets as this into consideration."

Tire prices are lower, said McQueen, than they have ever been in the history of the business, despite the fact that crude rubber has been purchasable in the past at as little as 18 cents a pound, whereas it is now about 40 cents. The installation of more efficient methods of manufacturing and merchandising are responsible for tire decreases, the Goodrich executive said.

McQueen was last here four years ago.

"I'm not going to talk about wonderful Los Angeles," he smiled, "because you'll start selling it to me, and I'm already sold. The only thing I can't understand is how anybody can keep off the golf courses here."

Reprinted from the Financial Pages of the Los Angeles Examiner of Dec. 3, 1926



Another Eastern Executive Discovers Los Angeles As an All-Year Market!

READ every word of the reprinted interview at the left, with L. A. McQueen, assistant general sales manager and advertising manager of the B. F. Goodrich Company, recently in Los Angeles.

It may inspire you to open up the Los Angeles territory as a selling-spot that knows no seasonal let-ups, to instruct your advertising department or agency to keep Southern California on schedule all year long.

We have no market, as Mr. McQueen points out, for snowshovels or galoshes, and anti-

freeze mixtures for radiators don't mean a thing to us. But B. V. D.'s can be worn all year; our more than half a million automobiles in Los Angeles County alone never have to be laid up because the weather's bad; ice cream is consumed with nearly as much gusto in December as in June; building activity knows only an average of 11 days of even slight hesitation out of every 365.

The time has come in selling merchandise, in this highly competitive day, to demand regional schedules. You don't have to slow down in Los Angeles in winter, just because the markets in the East are frozen into apathy!

Sell it in Los Angeles and Southern California, twelve months out of twelve! The Los Angeles Examiner offers the greatest Morning and Sunday circulation west of the Missouri, and the greatest home-delivered circulation of any newspaper in the territory.

190,000 Daily; More Than 400,000 Sunday

Los Angeles Examiner
CHARACTER QUALITY ENTERPRISE
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE THE GREAT NEWSPAPER OF THE GREAT SOUTHWEST

The representatives below are at your service for market information:

WEST COAST
T. C. HOFFMEYER
571 MONADNOCK BUILDING
TELEPHONE GARFIELD 3858
SAN FRANCISCO

EASTERN
W. W. CHEW
285 MADISON AVENUE
TELEPHONE CALEDONIA 2093
NEW YORK CITY

MID-WESTERN
WM. H. WILSON
915 HEARST BUILDING
TELEPHONE MAIN 5000
CHICAGO

They are incessantly running back and forth to each others' desks with "rush work." A visitor at any desk finds it difficult to complete the briefest interview intelligibly. Someone is always interrupting in person or by phone for instructions on some pressing urgent matter. Papers are unceasingly clattering or rustling, bells ringing, feet trotting. A session with the sales manager that should require only twenty minutes to half an hour may often consume the better half of a morning or afternoon and then arrive at no conclusion.

In fact, that's what the visitor from the outside soon learns—that conclusions are rarely reached.

There is the leak! Too much working. Too little thinking! Hasty instructions, hastily reversed. Snap judgments rendered, cancelled, corrected. Individuals, with the best of intentions, forever working at cross-purposes and thus compelled to do an endless amount of work twice.

Too Much Motion

The order or the inquiry in the 11:30 mail delivery taking precedence over everything else because prompt service is the boast of the department.

Major plans—major decision—major policies—always subordinated to matters of the immediate moment, to trivialities, to today's dollar.

Hurly-burly!

That is an unenlarged and unretouched photograph of a pitiful example of a condition that exists, in varying degrees, in scores of business offices.

Too much working—too little thinking. No thinking time provided for anyone in the scheme of operation. All busy with their mouths and fingers and the routine parts of their brains. No one studying, planning, dreaming, anticipating. No time available to "talk things out" and formulate definite plans or programs. Energy without a channel—ambition without a target—a powerful tug churning up the waters of a busy harbor but rudderless.

You've seen it, in greater or less degree, probably just as often as I have. No man who has ever been on the road selling to manufacturing concerns has failed to find such offices.

What's the explanation? I don't know.

I have heard such conditions blamed on the "sales temperament"—the diagnosis being that sales managers trained out on the firing line are too often ill-fitted for planning and organizing. Personally I can't accept that explanation, for I have seen the condition just as frequently in companies dominated by the engineering and inventive viewpoint.

"Time Out" for Thinking

In the case of the particular company concealed under the fictitious title of "The Hurly-Burly Manufacturing Company" I believe it is there primarily traceable to an over-fondness on the part of the higher-ups for associates of the "go-getter" type—for men who can, as the saying is, "get things done." Four sales managers have come and gone in the past twelve years and each has operated his department in the self-same manner.

Personally I lean toward the belief that, fundamentally, the condition exists because too few business men realize the importance of "thinking time" and, hence, too few organize their own schedules or teach their subordinates to take time simply for thinking. The result is organizations made up of individuals who are always busily doing things without pausing to consider whether what they are doing is worth doing or is being done right. In such an organization a man sitting placidly and apparently idle with no pencil in his hands or dictating mouthpiece at his lips or sheaf of papers in front of him would probably be adjudged a loafer. The worst of it is that it would probably be true, for, unless thinking had been established as a definite duty on his part and he had been schooled for it, the results would very probably be nil.

Thinking—productive thinking—demands both time and training. There's the rub!

An acquaintance of mine, president of a highly successful manufacturing company in a difficult field, regularly plans to be away from his office a number of afternoons each week simply to think and plan. The head of another company takes one day a week to stay home in his private study for the same purpose. Another has the habit of calling in one or another of his associates or the head of his company's advertising agency for leisurely conversational sessions which he calls "thinking out loud." Another acquaintance built a tiny lodge in a thick woods, twenty miles from his office and half-a-mile from the nearest road or telephone, to which he retires whenever he has some particularly important course of action to decide and plan. Still another has had a table and chair put into an otherwise vacant room and closes the door against all outside interruptions when he has what he terms "a thinking job" to do.

A Check-Up

No one who knows any one of these five would even for an instant attempt to argue that his thinking time has not paid generous dividends. The men themselves would tell you—as they have told me—that their best accomplishments are traceable to these sessions and to the insistent training they have given themselves in making their thinking productive.

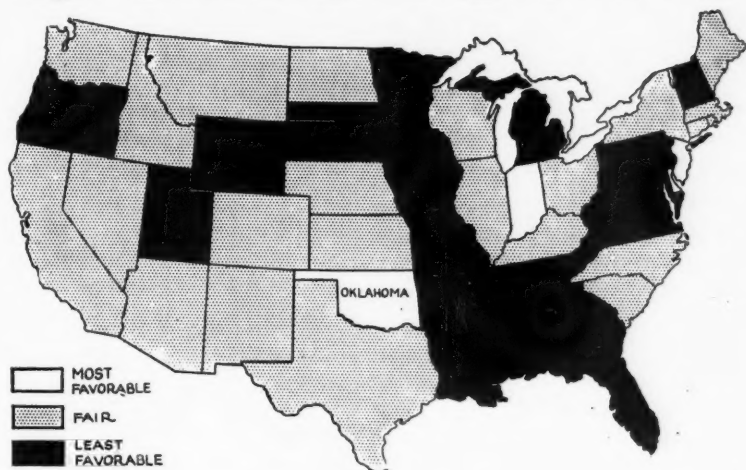
Am I "too busy?" How and when do I do my thinking? Do I definitely provide sufficient time for thinking?—and then utilize it?—and act on the results? Are my key men too busy?

Are they thinking? If not, is it because of (a) lack of time, or (b) lack of training, or (c) lack of ability, or (d) lack of encouragement? Are our office surroundings favorable to accurate and productive thinking?

The organization which can answer those questions frankly and pass the test with flying colors is fortunate—and unusual.

Your Babson Map Shows OKLAHOMA Sales

opportunities
are
"golden"



BABSON'S December map lists only three states where selling opportunities are "most favorable," and Oklahoma is the largest and most important of these from an agricultural standpoint.

Throughout the entire country Babson finds but three states present "golden" selling opportunities—Oklahoma is the largest of these.

Throughout the south and southwest he finds but one state displaying exceptional sales activity—that state is Oklahoma.

When month after month, despite the individual fortunes of any one crop, leading authorities place Oklahoma in the best business zone, it is significant that Oklahoma's prosperity is fundamental, resting not alone upon any one crop.

Oklahoma's growing crops for 1926 have a value more than \$27,000,000 above that of the preceding year, despite the low price of cotton.

Only one medium can give you entree to the "golden" selling opportunities of Oklahoma—that medium is the Oklahoma Farmer-Stockman, Oklahoma's *only* farm paper.

Carl Williams
Editor

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

Ralph Miller
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

SALES MANAGEMENT, JANUARY 8, 1927 [61

Readers Send More Data on Sales Quotas For 1927

FRANKLY admitting that increased competition and a slight recession in business in some sections will necessitate increased sales pressure, many manufacturers have placed 1927 quotas above 1926 quotas with the intention of adding new salesmen, investing more heavily in advertising and expanding outlets to take up any slack which may develop in business.

This attitude is aptly expressed in a letter from a large mid-west wholesaler when he says, "We are glad to learn from the article in your December 25 issue that many firms are increasing sales quotas. We are increasing ours—that is, we expect to sell more in 1927 than in 1926. But this is not due to any feeling that business in general will be better in 1927 than it was in 1926. We expect to work harder, and to do a little more advertising. Also, we may possibly open up one or two more territories."

Varied attitudes toward 1927 sales are expressed in the following letters—most of which show a determination on the part of the writers to do whatever is necessary to keep sales at a high level.

J. M. DEREMER

Sales Promotion Manager, May Oil Burner Corporation, Baltimore, Maryland.

The May Oil Burner Corporation has increased its sales—from both retail and wholesale standpoints. For the year 1926 retail sales in Baltimore showed an increase of about 100 per cent over 1925, and our quota for the year 1927 is a 200 per cent gain over 1926.

In the establishment of dealer connections, we have increased over 200 per cent from 1925 to 1926. Our business has grown not only in the United States, but we have opened up Canada and

Sales Managers Agree With Writers in December 25 Issue That More Sales Pressure and Advertising Will Be Needed During 1927

have established agencies in foreign countries.

Our goal for 1927 is just this: Our president, Mr. Edwin M. Fleischmann, at our Pivot Men's Meeting on Friday, December 10, stated that he would not be satisfied with any growth of this business unless we were the leaders in the oil burning industry by this time next year—and from the progress the May Oil Burner Corporation has made during 1926, I dare say that that goal will be realized.

One reason for not having a larger growth this year may be attributed to the fact that the electric refrigerator has enjoyed a tremendous success. Business men have taken on agencies for refrigerators and have been doing phenomenal business during the past year. They have sold during the summer months refrigerators to people who might have been logical oil burner buyers, but those people would not carry the burden of the two obligations during the one year. We have many such cases in Baltimore in our retail sales department.

E. C. WILLIAMS

Williams-Murphy Company, Omaha, Nebraska.

We are expecting an increased business over 1926 and will be very much disappointed if we are not able to secure it, as 1926 has been a hard year in this territory, due principally to the short crops which the farmers are raising.

As you know, we depend altogether upon agriculture in this section, and as you no doubt are aware, South Dakota has a very short crop for the year. Parts of

North Dakota, Nebraska, Kansas and Colorado were also unfortunate in not getting rain when it was most needed. Some sections have a very good crop, while others are extremely short. You

also know that the farmers are very pessimistic and they curtail their buying very quickly when dry weather comes on. However, I think they are not as badly hurt in many sections as they think and later on will be buying as usual, or nearly so.

We find Wyoming, Montana and Idaho in better condition than they have been for the past few years. Iowa has not entirely recovered from the war period and high land prices. Apparently it will take them another year or two with good crops and good prices.

Conditions in this section have been very favorable for winter wheat and with favorable weather in the early spring, we believe you will find the farmer buying very freely for the summer months.

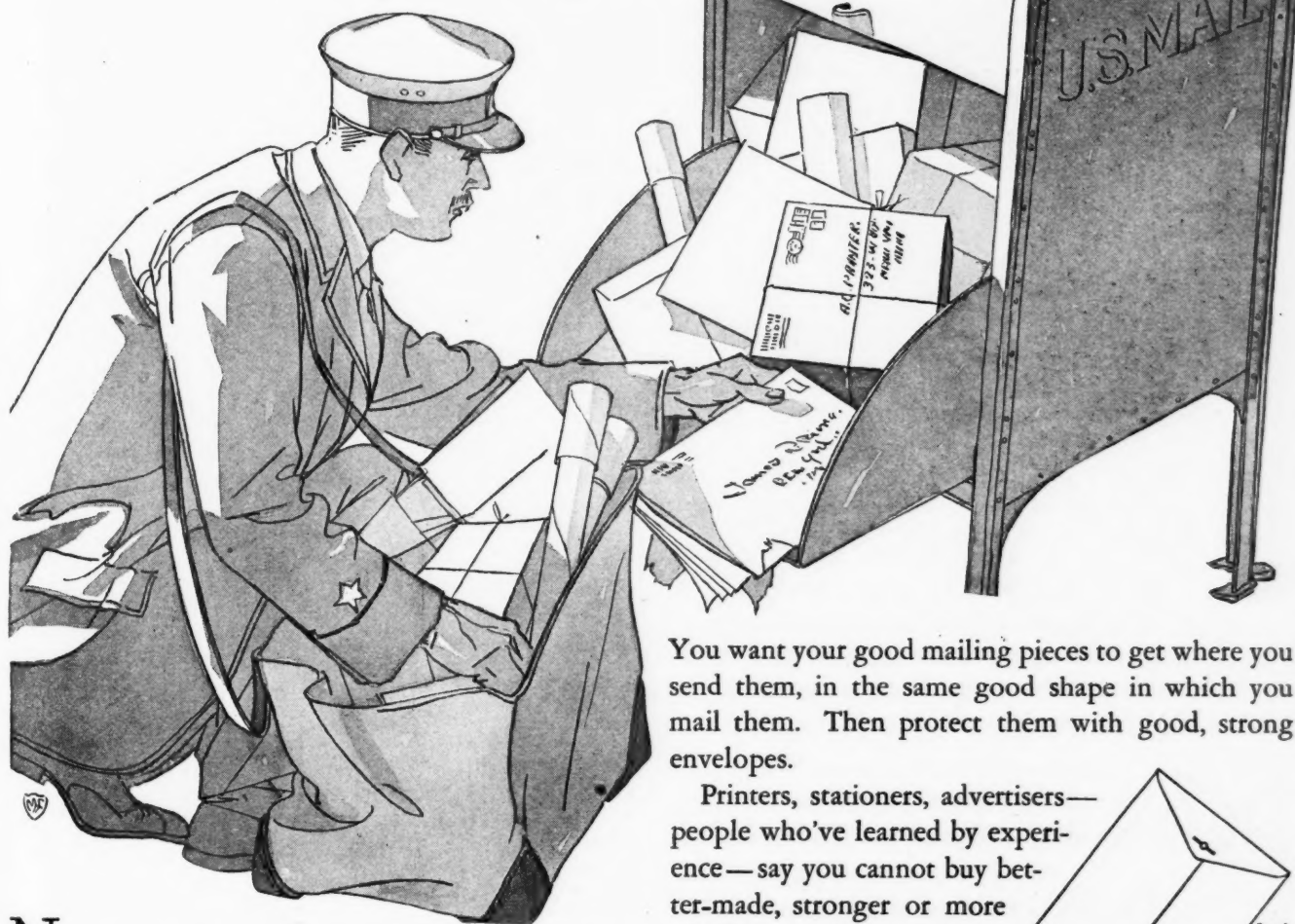
F. J. ROEMER

Roemer Drug Company, Milwaukee, Wisconsin.

I can see no reason, at the present time, why our business should not show the same relative gain that it has in the past years, inasmuch as we have had constant gains every year since 1921—the slump having come in that year. The State of Wisconsin, to which our sales are principally confined, is in a unique position in that our farmers are generally prosperous no matter what the conditions may be in other states. The city of Milwaukee itself is likewise in a unique position in that business is not confined to one line, but our interests are very varied.

While the rest of the world used to have an idea that Milwaukee was nothing but a beer town, it was very far from the truth, as

Could this . . .
by any chance
be *Your* catalog?

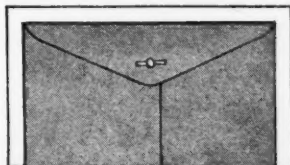


Next time you see the mailman open the big box, stop a minute and watch closely.

Ten to one, the piece on the very bottom of the load will be a catalog or booklet, bent to a neat angle by the crushing weight of the heavy packages above. If you could slip that catalog out of its flimsy wrapping, you'd find the wire stitching started—the pages creased or cracked across the pictures—all the proud spruceness gone.

Perhaps you mail *your* catalogs right at the post office. But even that won't keep them from being the under dogs at times—on the mail-truck, for instance—in the railway mail car and in the sorting bins at the post office.

This clasp is anchored at **four** points in a double thickness of paper. The metal clasp is of malleable metal; can be opened and closed repeatedly without breaking. The flap is strongly reinforced.



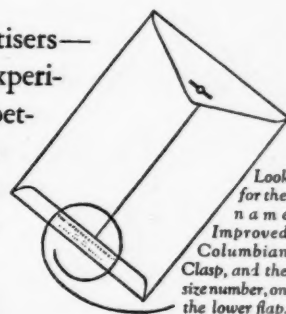
You want your good mailing pieces to get where you send them, in the same good shape in which you mail them. Then protect them with good, strong envelopes.

Printers, stationers, advertisers—people who've learned by experience—say you cannot buy better-made, stronger or more reliable catalog envelopes than the Improved Columbian Clasp.

Your *size*? Yes, indeed.

Any size you could possibly want. Thirty-one of them altogether, available from the stock of your printer or stationer.

If you don't find these envelopes easily, write us. We'll put you in touch with a nearby distributor.



Improved COLUMBIAN CLASP ENVELOPES

UNITED STATES ENVELOPE COMPANY

The world's largest manufacturers of envelopes
SPRINGFIELD, MASSACHUSETTS

With eleven manufacturing divisions covering the country

at the time when beer was in its heyday, it was only the third largest industry, being exceeded by machinery and flour, while the leather industry was not far behind.

Of course, we cannot go to sleep on the job, but are constantly on our toes trying to stimulate new business, rather than take established business away from our competitors.

If the business men of the country keep their heads and the weather conditions are any way near normal, it is my belief that 1927 will prove as good a year as 1926, although it is doubtful whether it will exceed it.

E. B. MARX

General Sales Manager, Individual Tailoring Company, Cincinnati, Ohio.

My idea about conditions next year is that we are going to have to work darn hard to show an increase for the first six months of 1927 over 1926.

I feel it is going to be one of those periods wherein we will have to keep on our toes every minute of the time and take

advantage of every opportunity we have to put over sales.

Our business for the first six months of 1926 was much better than for the last half of the year, but that does not cause us to be pessimistic about business conditions for the next six months. We do believe, as stated above, that we are going to have to step lively in order to come through with the necessary increase.

OTTO L. SPAETH

Premier Distributing Company, St. Louis, Missouri.

Our sales quota for 1927 will be set approximately 30 per cent in excess of 1926 sales. While we do take the forecasts for next year with a grain of salt, we feel business conditions will not be comparable with 1926. Perhaps we, in common with most other forecasters, would be hard pressed to explain our position, but at any rate we have this feeling.

Our increase in business for a period of three years has been so rapid and the nature of our product is such, that adverse business conditions cannot, we feel, retard our growth.

candy company was evidently too busy, or too big, to ask this stockholder to use his influence in promoting the sale of its products.

Contrast this carelessness with the care with which Swift & Company capitalizes every opportunity to build and maintain good will. Swift & Company recognizes a large potential market in its list of more than 47,000 shareholders. They have long recognized the value of their shareholders, not only as company owners, but as users of Swift products. Every effort is made to keep the shareholders advised of the meat foods manufactured by the company, stress being laid at all times on the quality that is assured, and sometimes on the value to the stockholder of the increased business that accrues to the company and thus redounds to the shareholders' own benefit.

Year Book Is Distributed

The dividend checks that go out the first of January carry, as a usual thing, some reminder of a Swift meat product that is seasonal, such as Brookfield sausage, together with a small celluloid pocket calendar, on the reverse side of which is a reproduction of some Swift product.

The annual meeting of the company is always featured by the distribution of a year book giving a resume of the year's business in considerable detail. In addition to the distribution at the annual meeting, every registered shareholder receives a copy of the book by mail. This year book, by the way, besides telling the business story, carries a list of Swift branded products somewhere within its table of contents. Thus the shareholder has before him at frequent intervals not only the fact that he is a shareholder, but that he is vitally interested in the company and should, as a matter of pride as well as from a monetary motive, buy that company's products.

In addition to the reminders which go out with dividend checks, the Swift Year Book is advertised from time to time, and offered free to anyone who is interested.

How Swift Develops Good Will Among Stockholders

SOMEONE has said that the difference between a big concern and a little concern is that a big concern isn't too big to take care of little things, which perhaps is just another way of paraphrasing Michael Angelo's famous declaration that "Trifles make perfection, and perfection is no trifle."

One of the best examples of this careful attention to little things is found in the methods used by many of our very largest corporations in taking advantage of every possible opportunity to earn and hold the good will of the public and of its stockholders. Some of the biggest corporations in the country never miss an opportunity to remind their stockholders that their cooperation and support is appreciated. On

the other hand, some comparatively small corporations seem to care very little for good will, or at least, they make very little effort to hold or to capitalize the good will of their stockholders.

Just before Christmas a friend of the writer's received a dividend check from a candy company. In the envelope there was nothing but the check—not even a friendly letter. It so happens that this company makes a great effort to sell candy in quantities at Christmas time, particularly to clubs, Sunday schools, churches and other organizations which use large quantities of candy during the holidays. This particular man who received the dividend check from the candy company is active in church work, and is on several club committees, yet this



Just as a salesman carries Samples —

Salesmen carry samples because actual merchandise arouses an interest which even the most glowing word pictures find difficult to arouse.

And the effective display of samples in printed matter has similar ability to create buying interest —when the pictorial reproduction shows everything the eye would discern in the merchandise itself.





Four-color process direct from Candy. Courtesy of FARLEY CANDY CO., CHICAGO

Multiplying Selling Power Through Realism—

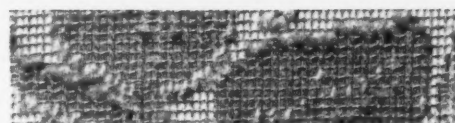
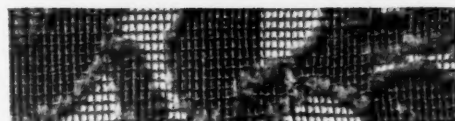
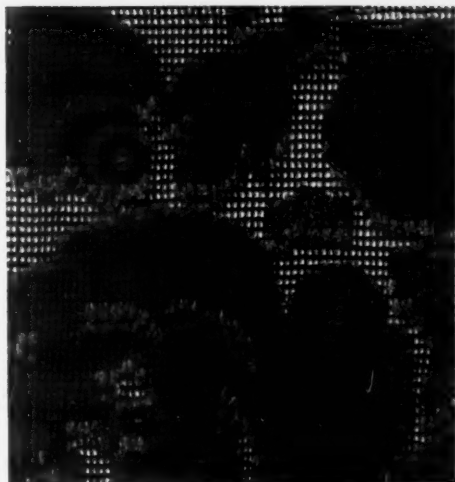
REALISM in a higher degree characterizes printed matter that is produced by the Manz Corporation.

Result: It closely approximates the effectiveness of personal selling, multiplies salesman impressions by thousands, and perceptibly hastens the buying climax.

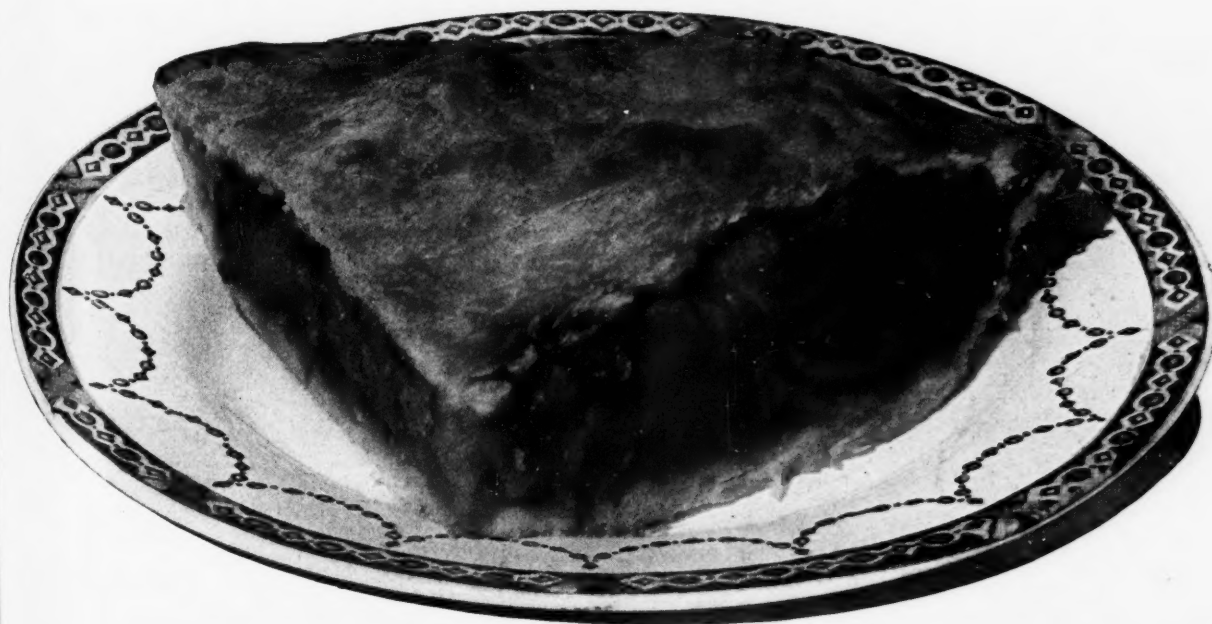


Here in the largest printing organization of its kind in existence we consistently build Realism, such as you see on these pages, into printed salesmanship of varied form.

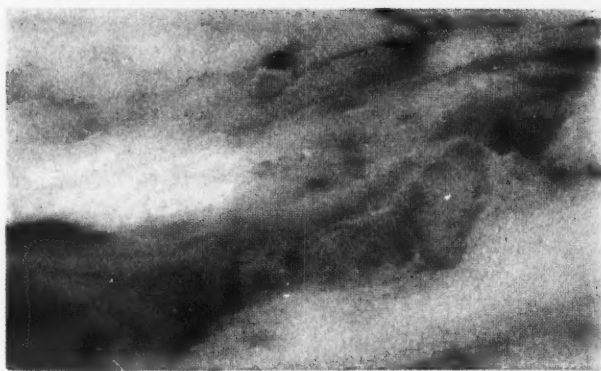
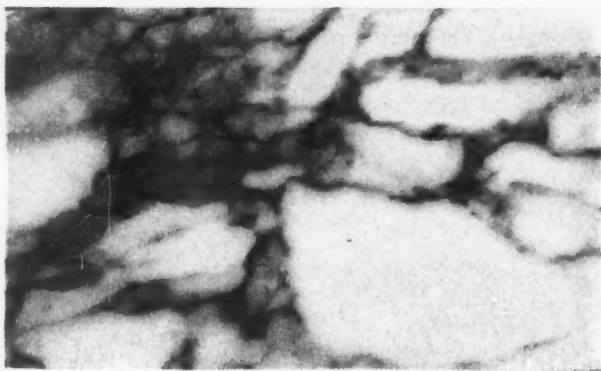
If you would increase your sales volume—through salesmen, wholesalers, retailers, or direct—we will explain how and where we can be of benefit to you.



*Three-color process direct from fabric
Courtesy of REGITZ, INC., PHILADELPHIA*



Four-color process direct from pie. Courtesy of MOODY & WATERS COMPANY, CHICAGO



Four-color process direct from marble. Courtesy DAPRATO STATUARY CO., CHICAGO

Two Services for Printing Buyers

MANZ maintains a Creative Staff of recognized ability, which renders effective aid in devising productive selling plans, and applying them to physical forms of printing.

With an eye to maximum results let us help plan your next job of printing, so that the Realism so essential to arousing buying interest is insured.

We will work with you in planning an entire campaign or a single piece. Aid in solving merchandising problems. Make lay-outs. Write copy. Or we will take your material and execute the physical operations of producing fine printed matter.

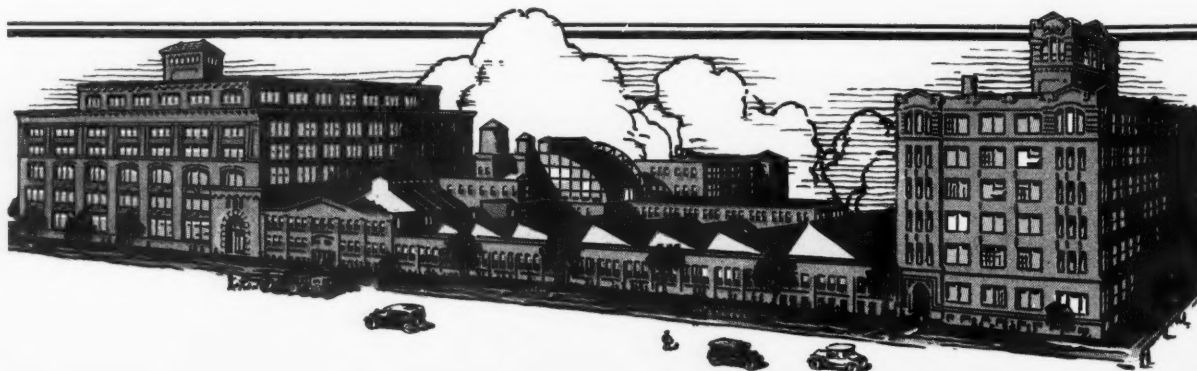
And remember—*any size job is a MANZ size job.*



THIS book tells the story you want to know. A personalized copy will be sent to printing buyers, advertising managers, and agency production executives, who will request it on their firm's business stationery.

MANZ CORPORATION

4001-4053 RAVENSWOOD AVENUE CHICAGO



Hudson-Essex Bargain Sale Startled Industry—*But* It Sold Cars

ANOTHER venerable prejudice of automobile men was swept aside on December 17 when the Hudson Motor Car Company dropped a bomb-shell into the ranks of that industry by cutting prices on current Hudson and Essex models to pave the way for the introduction of new models.

"We are clearing our entire stocks in preparation for a new Hudson-Essex program to be announced in January," was the simple, frank declaration made by the Hudson Motor Company of Illinois, Chicago distributor, in a full-page newspaper advertisement. This explanation was accompanied by a list of reduced prices on six Hudson and Essex models, the cuts ranging between \$151 and \$287 a car.

Breaking a Precedent

To everyone acquainted with automobile sales practices the importance of such a move was at once apparent. It meant that Hudson, at any rate, was abandoning a time-honored policy—one that has been observed by automobile men generally ever since the plan of bringing out seasonal models came into vogue. It broke a tradition that apparently had nothing left to recommend it except the mere fact that it was a tradition.

For years the public has been left in the dark regarding the introduction of new models; their appearance has been shrouded in the deepest mystery, and a person purchasing a new car is seldom informed how soon that model will be made out-of-date by the announcement of later models. Some manufacturers, of course, have discontinued the practice of bringing out yearly models, while most of the others have different policies influencing their introduction. Many made their first

How a Plain Statement of Fact Enabled One Company to Dispose of Old Stocks in Preparation for Introduction of New Models

showings at the automobile shows in January; some bring out their latest offerings during the late spring and summer, and a few put something new on the market at various times during the course of the year.

Among those companies which do make a point of introducing yearly models, however, until the Hudson company took its radical step, none of them had made any effort to protect buyers of current models on the eve of the arrival of new ones. It is apparent that the value of a last year's model, even though it is only two or three weeks old, declines immensely the minute a later model comes out. The buyer, as a result, has no very friendly feeling for the man who sold him a car, at full list price, knowing that within a short time it would be more or less obsolete. This loss of good-will was one of the most serious defects in the yearly model policy as it is practiced by the majority of automobile manufacturers.

To Preserve Good Will

Another disadvantage was the fact that sales of the previous year's cars stopped abruptly as soon as new models filled the showrooms, leaving dealers with stocks on hand for which there were no buyers. The only alternative was to stop production at the factory, running the risk of selling stocks too long before the new models were on display and of undermining the factory organization. To come out frankly and openly and tell the public that new models were on the way would be only to hasten disaster,

as anyone could wait a month or two before buying a car if he knew something startling were taking place.

Before launching its new venture, the Hudson company considered

the problem for many weeks. Officials knew that the old plan lost them the good-will and confidence of buyers; they realized that every sale they made between the first of December and the middle of January would be based on deception if they kept quiet about the new models and endeavored to clean up last year's stocks at full list prices. It was quite probable, too, that they would have been unsuccessful in selling all the old models and would have left many cars in the hands of dealers and distributors all over the country.

A National Bargain Sale

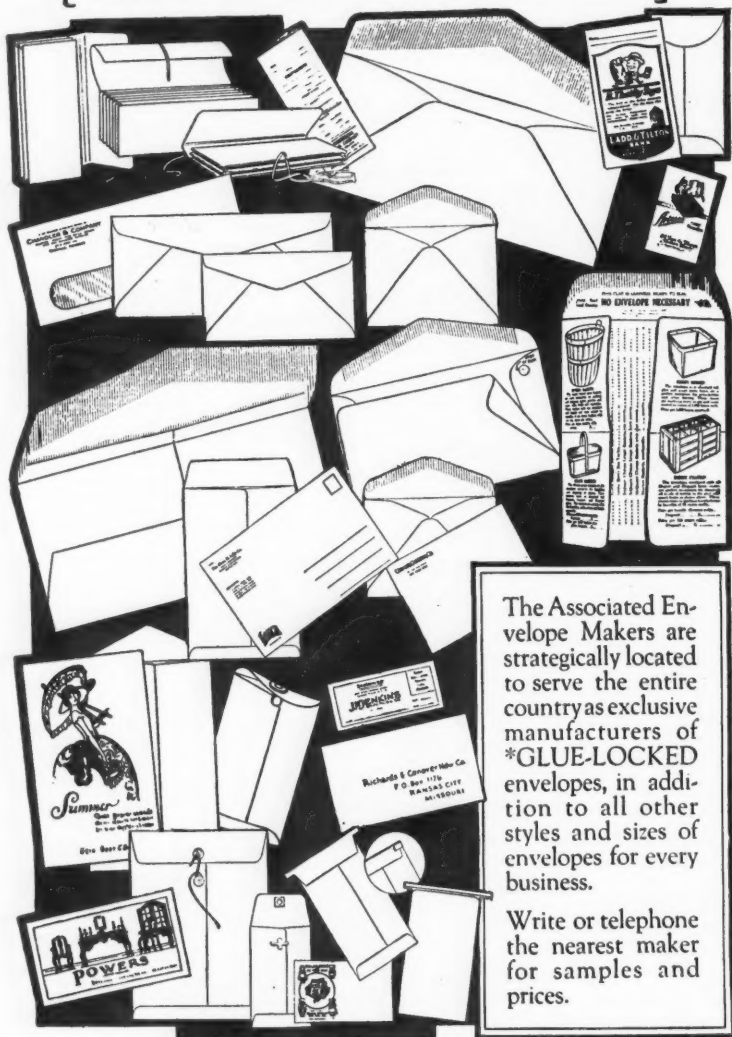
They considered closing their plant for a thirty-day period, but that proposal had more disadvantages than the other, because it would have meant the disruption of a factory organization, throwing some 10,000 people out of employment and demoralizing the production end of the business generally, since the 10,000 people would have become scattered; some of them would have found other jobs, and it would have been a gigantic task to get them organized again.

The solution, according to the decision finally reached, lay in a nation-wide bargain sale, and the reasons for it were to be laid openly before the public. It was explained in a straightforward manner that new models would be presented at the New York automobile show, that Hudson was anxious to dispose of all old models before that time, and that to bring about such a condition it was holding a "Slashing sale of brand new, latest model Hudson

Every Style and Size

[PRINTED—LITHOGRAPHED—EMBOSSED—PLAIN]

*You can buy every
envelope you use
from any one of
the Associated
Envelope Makers*



The Associated Envelope Makers are strategically located to serve the entire country as exclusive manufacturers of *GLUE-LOCKED envelopes, in addition to all other styles and sizes of envelopes for every business.

Write or telephone the nearest maker for samples and prices.

free!

"ENVELOPE ECONOMIES," a complete handbook on the practical uses and advantages of envelopes of all kinds for all purposes, is sent on request. Write the nearest maker below for your copy.

ASSOCIATED ENVELOPE MAKERS

Better Equipped to Make Better Envelopes

BOSTON

Boston Envelope Company
315 Center St.—Jamaica Plain
Phone—Jamaica 4870

NEW YORK CITY

Berlin and Jones Company
547-553 West 27th Street
Phone—Chickering 8680

PHILADELPHIA

Whiting-Patterson Company
320 North 13th Street
Phone—Locust 0545

BALTIMORE

Oles Envelope Corporation
Montebello Ave., Near 25th St.
Phone—Homewood 8968

CHICAGO

Brown Paper Goods Company
900-910 West Lake Street
Phone—Haymarket 7027

GLUE-LOCKED

ENVELOPES

Built-to-Fit

PRINTED—LITHOGRAPHED
EMBOSSED—PLAIN

*GLUE-LOCKED—Reg. U. S. Pat. Off.

CLEVELAND

The Wolf Envelope Company
1749-1781 East 22nd Street
Phone—Prospect 3470

DETROIT

The Wolf Detroit Envelope Co.
530 Piquette Ave.
Phone—Northway 2094

MINNEAPOLIS

Monach Company
Envelope Mfrs. and Lithographers
500 South Fifth Street

KANSAS CITY

Berkowitz Envelope Company
19th and Campbell Streets
Phone—Harrison 0092

ST. LOUIS

Berkowitz Envelope Company
Locust, 23rd and St. Charles Sts.
Phone—Central 2525

DES MOINES

Berkowitz Envelope Company
1013-15-17 Walnut Street
Phone—Walnut 957

LOS ANGELES

Coast Envelope Company
610 East Second Street
Phone—Metropolitan 3113

and Essex automobiles, fully equipped." These reduced prices, it was stated further, were effective as long as present stocks lasted.

Bargain sales, for some reason or other, considered as such were never held in very high repute in the automobile business. There was something about them that seemed to lack dignity, so when a manufacturer found it necessary to cut prices he explained it as being due to "production economies," a "desire to let the public benefit from the financial strength of the company," or some other fictitious reason. To come right out and call a bargain sale a bargain sale just wasn't being done.

That is where Hudson figured the existing system as all wrong. In the final analysis the automobile business wasn't any different from the furniture, clothing or shoe business, and if merchants in those lines can hold sales to clean up old stocks without being considered unethical, then why would it reflect on automobile dealers?

Bargains in Automobiles

The factory made the plan optional with its ninety-eight distributors in the country. If they had large stocks on hand and wished to advertise the cut prices they were privileged to do so, or if their stocks were small and they preferred to close them out at regular prices that also was permissible. Ten of the largest distributors decided to take advantage of the new plan. Those in Chicago, New York and eight other leading centers published their first advertisements Friday, December 17, and waited for results.

They weren't long in coming. P. B. Chapman, wholesale sales manager of the Hudson Motor Company of Illinois, says that every dealer and distributor along South Michigan Avenue, Chicago's automobile row, was loud in his denunciation of the idea. They were unanimous in proclaiming it the most unethical thing ever done in the automobile business. That was on Friday. By Saturday they had changed

their opinion slightly, and some of them were willing to confess that there might be some merit to the plan after all. By Monday they had surrendered. Instead of condemning the scheme as the most unethical their business had ever known, they acclaimed it one of the best merchandising stunts ever devised.

"Besides winning for us the good-will and confidence of the public, the plan accomplished just what we wanted it to," declares Mr. Chapman. "It sold the cars. In three days we had sold 313 cars at retail in the city of Chicago alone, and there was a waiting list for cars to be delivered when the next shipment came in.

"In spite of the fact that nothing of the kind had been attempted before we have noted not a single unfavorable reaction, except the temporary antagonism of the other dealers.

Plan Proves Successful

"Many of the people who bought cars at the sale had intended waiting until spring. They didn't need cars just now, but in order to avail themselves of the low prices they bought cars in December and kept them in storage until spring. Knowing that they are buying 1926 models, and realizing the big saving they are obtaining, they will have no feeling of unfriendliness toward us when the new models come out, as has always been the case in other years.

"I was very much impressed by the statement made by a leading business man in a magazine article recently. He said that for years not a single policy was changed in his business; it had run along without variation for so long that the policies were regarded as unswerving. Then conditions changed, and he declares that now he never goes to the office in the morning without being prepared to alter any and all policies of his business before night if the need arises. The same thing is coming more and more true in the automobile business, and if we do not keep on getting rid of some of our traditions and prejudices we won't progress as fast as we might."

The chairman of the "board" speaks up . . .



GEE, the boss has a terrible grouch on these days! (*Line's busy.*) Maybe he's broken his pet driver or somethin'. (*Hold the line, please.*) If he don't quit kicking about the telephone service, I'm going to get me another job. (*Line's busy.*)

"He says he never can get a connection when he wants it. (*You'll have to wait a minute.*) Of course he can't with the plugs in on inside calls more'n half the time.

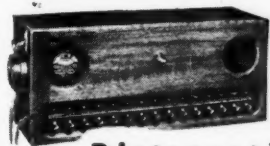
"And he says his important calls from outside are held up. (*Hold the line, please.*) Well, that's no mystery either when he ties up his telephone by talking to the different departments every other minute.

"Somebody ought to tell him about the Dictograph. (*Line's busy.*) It sure would take a lot of grief out of my life by taking the inside calls off my board. (*Line's busy.*) Now I can't get time even to powder my nose."

Maybe she's right. You can find out by writing the Dictograph Products Corporation, 220 West 42nd Street, New York City, or to any of our branches or agencies, in all principal cities, for a demonstration of the

D I C T O G R A P H

SYSTEM OF INTERIOR TELEPHONES



Dictograph
MASTER STATION

Get your man . . .
No waiting . . .
No walking . . .

Send me a copy of your booklet, "YOUR BUSINESS AT YOUR FINGER TIPS"

Name _____

Address _____

SMI

Choosing Jobber Outlets For Their Strategic Sales Value

(Continued from page 40)

the other three nearby eastern cities. It simply could not resist the chance to secure the same profits that were pouring into the coffers of brother wholesale druggists of equally high standing. To the surprise of the wholesalers in these four cities, my friend wired to each, from the Pacific coast, that the successful introductory work by specialty men would be continued for a period equal to the introductory period, provided these preferred wholesalers would continue to feature his lines by mail and through their salesmen, and, in addition, would promise him that they would give him the first page under products of his kind, and at their own expense, in black and white, to supplement new colored inserts which he would supply for their fall catalogs. In every case the offer was accepted.

Extending Markets

On the Pacific coast, in the meantime, Watterson was cashing in on his "get acquainted" trip. First of all thanking the management officials of these wholesale drug houses who had aided him in building up his original plan, he told them of the success which the leading service wholesale druggists in New York, Philadelphia, Baltimore and Washington had made with the line under its new preferential sales and discount policy. He offered a similar type of cooperation. In addition, because consumers were not as well acquainted with his line of products as in the east, he added the inducement of eight-inch, double-column newspaper space twice a week for three months, their advertisements to bear the name of the wholesale distributor or distributors—there being two in both San Francisco and Los Angeles.

On this trip strategic trade outlets were established in Denver,

Salt Lake, Billings, Spokane, Tacoma, Seattle, San Francisco and Los Angeles.

By the time the wholesale drug field learned of these connections numerous requests were made for quotations and numerous unsolicited orders came in from service wholesale druggists in many sections of the country. To each, Watterson wrote personally, thanking them for their implied cooperation. He then told them that the output of the factory, even on a night-shift basis, would be required to meet adequately the purchases of new connections. He told them of the investigations he was making which he hoped might lead to additional factory buildings and equipment, and promised that consideration would be given them when the output made this possible.

The next step was in the southwest. Strangely enough, at first glance, the sterling wholesale service drug houses in Dallas, Fort Worth and other Texas cities were unresponsive. Perhaps it is a tribute to Watterson's personality that he made such a clean sweep wherever he traveled, while his most able field representatives in the southwest could secure only promises of later consideration. But when the same type of reports came back from Florida, Georgia and the Carolinas, it was clear that there was something radically wrong.

Sales Increase Ten-Fold

This "something" proved, on self-analysis, to be over-confidence—the taking of too much for granted.

At the outburst, my friend, his general manager, his factory superintendent and his sales manager spent night after night in conferences. They discussed down to the most minute details the way each proposal could best be made. In addition, Watterson spent many luncheon hours with

the sales manager and officials of his former connection, getting their slant on personalities. In this way, not only was there no chance for actual oversight, but my friend came to know again, and intimately, the peculiarities of the reigning management officials on whom he would later call.

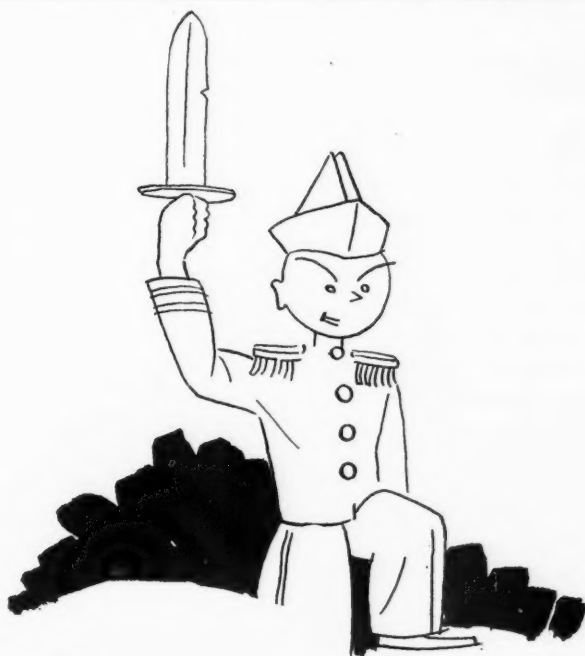
A trip to Texas yielded three sterling connections, although in five other cases the best that could be obtained was the same promise of a possible later cooperation.

Improving Distribution

In the four years that have just been completed since the business had been multiplied ten-fold in sales there still remained all but undeveloped splendid connections up and down the Mississippi valley. Even in such nearby territories as Pennsylvania, Ohio and Kentucky, only the first steps have been taken toward what will surely ultimately be a series of fine and strategically-located accounts. My friend's estimate of the business doubling itself every year for the next three years is, to my mind, over-optimistic. But I do believe that it will be twenty times as large at the end of the fifth year as it was when purchased.

Already the original purchasers, who supplied ninety-five per cent of the original sales volume, are being carefully and slowly pruned. Many of them represent a type of distributor that covers territory scarcely adopted by the larger wholesalers. They will be retained. But the small wholesale druggist in the large city will be served within a year or two by one of the larger wholesalers on a commission basis. One hundred ten customers is the goal. But these one hundred ten will have a AAA1 rating in every instance.

In place of the original sales force there is a new sales force which contains only those men capable of handling big accounts. The number is actually two less men than at the start. The earnings of these men are three times that of the original force—but the volume is ten times as great.



Leadership in Portland Oregon

In circulation, take the local daily figures (40-mile radius):

JOURNAL—afternoon	66,407
Second paper—morning	63,661
Third paper —afternoon	40,359
Fourth paper —afternoon	38,702

Portland is an afternoon news-paper town.

The local daily circulation of the three afternoon papers is over twice as great as the local daily morning circulation.

Of the local daily afternoon circulation the Journal has 45%.

* * *

Local lineage figures offer similar comparisons.

The Journal leads and has led in total local display for the last five years.

The Journal leads in department store advertising.

The Journal leads in advertising to the housewife.

Complete analysis of the actual figures will be furnished by any office of the Benjamin & Kentnor Company — or directly from the Journal National Advertising Department.

Oregon Journal

BENJAMIN & KENTNOR COMPANY, Special Representatives

CHICAGO
900 Mallers Bldg.

NEW YORK
2 West 45th Street

LOS ANGELES
401 Van Nuys Bldg.

SAN FRANCISCO
58 Sutter Street

PHILADELPHIA
1524 Chestnut Street

The Marketing Age

(Continued from page 16)

they were that they should criticise their company because they had lost commissions when the company had been building goods to help win the war.

We're all through with that sort of thing. We have come into a period when beyond question there is an over-production. I wonder if all manufacturers realize the situation as it is revealed by figures compiled particularly by the government. The United States census stated that in 1923, we made \$60,558,998,000 worth of goods in this country. If you should go back to 1900, which is twenty years behind that, you would find the country did not make much more than one-fifth that amount of goods or approximately \$12,000,000,000. And if you look at the figures in 1910, we made \$21,000,000,000. Production has increased tremendously. It has been the age of manufacture.

Per Capita Wealth Increases

At the same time this country has enjoyed a great increase in per capita wealth. Statistics tell us that in 1905 the national wealth was \$107,000,000,000. If we look on the other hand the national wealth in 1925 was \$360,000,000,000. To make these figures a little more readable, let us consider the per capita wealth. In 1905 each person in the United States had a share in the nation's wealth of \$1400. In 1925 that same share had increased to \$3200. We are also told that during the same period the national income of the nation rose from \$18,000,000,000 to \$70,000,000,000 annually. That is to say the per capita income rose from \$236 per annum in 1905 to \$636 in 1925. Some of this increase to be sure may be accounted for by the decreased value of the dollar, but the main part represents actual increase in world income.

The consumption of various products has increased many times. As an illustration we are

told that the sale of bath tubs has increased 10 times and that the sale of soap has increased 2½ times per capita. It is interesting to look at the figures on food products. In 1904 the output in food products amounted to 2.8 billion dollars, in 1914 to 4.9 billion dollars and in 1923 to 9.5 billion dollars. The figures for production of textiles show a very close resemblance to the food figures.

The Over-Production Problem

If we were to take these figures as our guide it might look as though the task of the sales manager were an easy one. But if we look at some other figures we will probably secure a somewhat different viewpoint. According to the figures of the United States Census of Manufacturers for 1923, the plant capacities are much greater than the consumer capacity in practically all industries.

In 1923, which was considered a good year, the total consuming capacity was only 72 per cent of the production capacity for that year. In 1921 which was regarded as a poor year the consuming capacity is only 57 per cent of production. This means that in a good year like 1923 there was 28 per cent production capacity that was not utilized, and that in a poor year like 1921 there was 43 per cent production facilities that were not used. This means a tremendous loss in overhead because of capital invested in plant capacity. Somebody must pay for this overhead. It may be some years before consumption capacity will catch up with production. While this situation continues we shall be confronted with what is known as a buyer's market. The need, if one is to be successful, for efficient sales methods must be apparent.

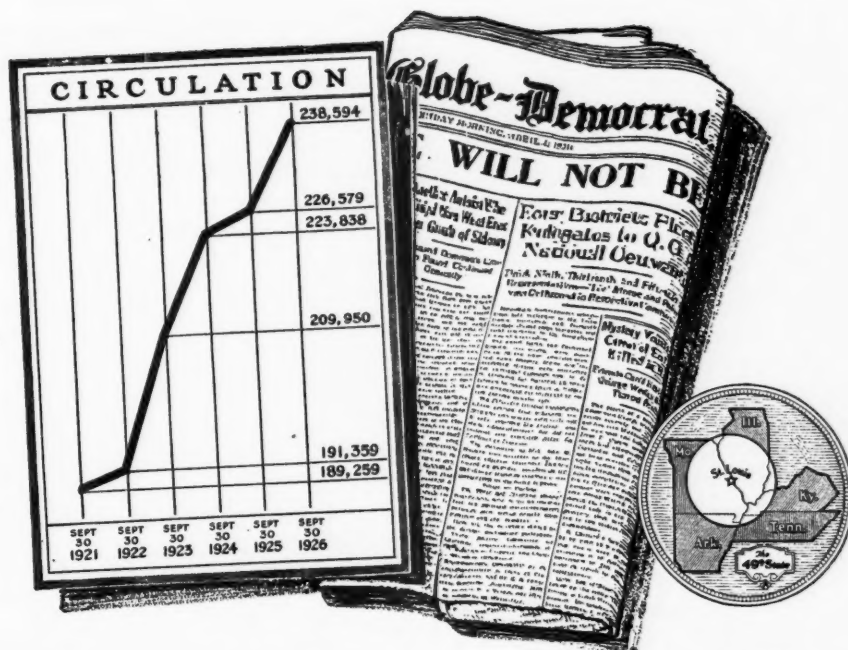
While in 1912 I spoke of the two kinds of salesmen, at the moment a thing of great importance in marketing is a consideration of the two kinds of sales managers.

It has been my good fortune to know hundreds of sales managers. I am familiar with the old-fashioned type of sales manager. By that I mean the sales manager who believes absolutely in securing results because of the sheer force and brute strength of his own personality. He believes in picking his men and putting them to hard work. He believes in the old maxim which has been quoted time and time again, but the fact that it is quoted does not necessarily make it true, namely, "Be slow to hire and quick to fire."

Sales managers of one type, the men who rely entirely on their own personality, are inclined to ridicule scientific methods in sales management. In the good old days manufacturers conducted their business by "rule of thumb" method. Gradually, however, methods which have been given various titles, including particularly scientific management, have been adopted and as a result this country has attained a magnificent manufacturing success. Today selling and sales management need better methods, just as manufacturing needed it.

Two Kinds of Sales Managers

Then we have the other type of sales manager, the one who believes in methods, and in systems. One of the most successful sales managers in my acquaintance has often said that in selling, method was 80 per cent and men or salesmen were 20 per cent. He doesn't mean by this that one doesn't have to have good men. He means that the methods under which these men are employed and directed is the most important. He has the same idea which the exponents of scientific management, as it was developed by Taylor, have. These men believe that most of the responsibility is up to the management and not up to the men. The sales manager of this new type believes that his is the greater responsibility and that he cannot blame his men for lack of success. In later articles I shall show the methods which may be employed in scientific sales management.



How Do Your Sales in The 49th State Compare with This Record of Continuous Growth?

*The St. Louis Globe-Democrat is St. Louis' Largest Daily
- - - now by an Even Wider Margin*

The circulation of The St. Louis Globe-Democrat has climbed to a new high peak of advertising value.

238,594 families now look to The Globe-Democrat each day for the news of the world and buying suggestions.

How does your sales increase in The 49th State compare with the gains of The Globe-Democrat?

Are you out to make 1927 a bigger, better year? *The Newspaper of The 49th State* can help to send your sales curve upward.

It covers this responsive, accessible market as no other advertising medium even claims to do. Reaches 27,289 more families than the second St. Louis daily.

It covers St. Louis, *plus* the whole vast area

which this great metropolis serves — radius 150 miles.

This is the real St. Louis market. Nothing less.

In the words of Ralph B. Wilson, vice-president of The Babson Statistical Organization:

"In the case of St. Louis, the city is a real economic center, the focus of countless industrial, commercial and financial forces representing the economic life of a whole vast area. For this reason the situation and outlook in St. Louis has an importance far beyond city boundaries."

In 198 thriving 49th State towns of more than 1,000 population 20 per cent or more of the families read the daily Globe-Democrat.

Here is coverage which no amount of money can buy in any other St. Louis newspaper.

The Service and Promotion Department and the Research Division of The Globe-Democrat have obtained some remarkably helpful selling information for advertisers interested in building business profitably in The 49th State. Probably no other newspaper in America has attempted a market trade analysis of comparable scope and value to the advertiser.

St. Louis Globe-Democrat

The Newspaper of The 49th State

Member of
The Associated Press

ADVERTISING REPRESENTATIVES

NEW YORK: Room 1200, 41 Park Row; Phone: Cort'd 0504-5, F. St. J. Richards

CHICAGO

DETROIT

SAN FRANCISCO

LONDON

360 N. Michigan Blvd.; Phone: State 7847; Guy S. Osborn, Inc.
332 So. La Salle St.; Phone: Wabash 2770
Charles H. Ravell, Financial Advertising

3-241 General Motors Bldg.
Phone: Empire 7810
Jos. R. Scolaro

First National Bank Building
C. George Krogness

Dorland Agency, Ltd.
16 Regent Street, S. W. 1

When the House Is Liable For a Salesman's Acts

(Continued from page 52)

question but that the verdict would have been in favor of the customer.

As to whether or not a salesman is personally liable to third persons for damages, as a result of his own acts, depends upon the circumstances surrounding the case.

Generally, a salesman is personally liable where the acts which cause the injury result from his negligence, or while he is not acting within the scope of the employment.

Cases of Personal Liability

For illustration, in the leading case of *Perkins v. Smith*, 1 Wils. C. P. 328, the court explained that an employer is always liable to third persons for negligence or omission of duty of his agent, and that the agent is also personally liable for his own neglect to perform his duty, or for wrongful acts. But that an agent is not liable for an injury which results to third persons when he simply fails to perform his work. In the latter case, the employer solely is liable.

In another case (*Gustafson v. Chicago*, 128 F. 85), the court explained that an agent is not liable for his own acts which effect injury to third parties, unless he knew or should have known that the acts were likely to occasion injury to another person.

Generally an employer's liability to third persons for the acts of his salesman, such as guarantees, or unauthorized statements, is based upon whether or not the third party relied in good faith and had reason to believe that the salesman had the authority claimed. And, further, that the important thing for consideration is whether or not the employer, by act or word, led the third party to believe that the salesman had the authority claimed.

A very interesting situation recently arose relative to the

liability of a firm to pay a salesman's salary and expenses during the time he is sick and unable to attend his duties. In this instance, the salesman traveled a rather extensive territory and remained continuously on the road for periods of from one to four months. While he was covering his regular territory and attentive to the usual business of soliciting orders from the merchants, he was stricken with illness.

The attending physician ordered him removed from the hotel to a hospital to submit to an operation without delay. The sales manager, who was not satisfied with the volume of business of which the salesman had been sending in, learned by telegraph of the salesman's condition. He immediately dispatched a registered letter to the salesman whose accounts were settled in full, with the non-consoling information that his services were no longer required. The unfortunate salesman was compelled to remain in the distant city for three weeks before he recovered sufficiently to return to his home. His contract with the firm distinctly specified that his expenses were to be borne by the firm while he was on the road.

Contracts With Salesmen

In another case the court decided that owing to the stipulations in a contract between a salesman and his employer, by which the salesman was to be paid salary and expenses while on the road, the firm was obligated to bear the expenses of the salesman during the extended illness which he contracted while acting within the actual and regular scope of his employment. However, had the sales manager written the letter of discharge previously to the time the salesman was stricken, the firm would not have been responsible for the expenses, which were incurred afterward.

On the other hand, where a contract specifies that a salesman is employed for a definite period, the employer may be liable for damages. But if the employer has good reason for discharging the salesman the liability may be avoided. As for instance in *Williams v. Butler*, 105 N. E. 387, it was held that an employee is hired for a specified period, the employer may terminate the contract and refuse to pay the employee who becomes sick and is unable to perform his duties. In this case the court explained that while death, sickness and insanity or other causes due to an act of God, do not affect the rights of the parties to most contracts, yet where a contract exists between an employer and employee for personal services of the latter, the employer is legally permitted to breach the contract, where any of these circumstances exist.

Breaches of Contract

In 83 App. Div. 184, is found the record of another important litigation involving this same point of the law. Here the salesman had signed a written contract of employment for a period of five years at fifty dollars a week salary, but without expenses. The salesman took sick and at the end of two weeks, the employer discharged him. The salesman filed suit and asked the court to compel the employer to pay the salary for the remaining period of the contract. In holding the employer not liable the court said: "It is an elementary proposition that one must show a performance before he becomes entitled to recover for breach of a contract. Plaintiff's (salesman) illness, although no fault of his own, deprived the defendant (employer) of something for which he contracted; and it cannot be said that an employer must wait upon the condition of his servant's health, unreasonably. . . ."

In still another case, *Morrow v. Tunk Lannock Ice Co.*, 121 Pa. 445, it was disclosed that a contract existed between a salesman and his employer which specified that the salesman's duty was "to sell goods." In this case the

Scripps-Howard Buys Four Newspapers



BETWEEN NOVEMBER 15th and NOVEMBER 22nd, *Scripps-Howard*
purchased four newspapers

The Memphis News-Scimitar, The Knoxville Sentinel,
The Rocky Mountain News and Denver Evening Times



These newspapers were consolidated with existing Scripps-Howard newspapers in those cities, the names of the new consolidated newspapers being:

The Memphis Press-Scimitar
The Knoxville News-Sentinel
The Rocky Mountain News
Denver Evening News



Scripps-Howard growth, throughout the entire organization of twenty-five newspapers, is substantial—even spectacular.

In circulation—in lineage—in prestige—in editorial character and influence—these newspapers each year go forward to still greater eminence.

Liberal on every economic question, fearlessly independent on every political issue, tolerant in the broadest sense of the word on every social question, Scripps-Howard newspapers have created a new journalism more truly American than anything that has preceded it.



Represented by Allied Newspapers, Inc.,

250 Park Avenue, New York City

employer was held not liable for discharging the salesman before the end of the term of the contract, because it was shown to the satisfaction of the court that during the time of employment, the salesman actually made no sales and, therefore, he failed to carry out his part of the agreement.

However, in *Estes v. Desnoyer's*, 56 S. W. 316, the employer was held liable for the payment of \$3,850 damages to a salesman as a result of discharging him. A contract had been entered into by which the salesman was to receive \$250 a month and expenses for a period of three years.

The employer attempted to avoid liability on the grounds that he had signed the contract solely because the salesman had promised greatly to increase the volume of business, but that the volume of business actually had decreased.

Cases Involving Salary

However, the court held the employer liable to pay the salesman's salary accruing after the discharge, and said: "In estimating the plaintiff's (salesman) damages in this case, he is entitled to have his board and lodging while on the road considered."

In the latter case it was not difficult for the court to estimate the amount of the judgment, because the salesman's salary was fixed, and the traveling expenses were determined by reference to previously rendered expense accounts.

In *Caluwaert v. Schapero*, 156 N. Y. S. 359, the litigation involved a salesman who was employed on a commission basis. The salesman brought suit because of his discharge before the termination of his contract. In this case, also, the employer was held liable, and in explaining that damages to a salesman, under these circumstances, may be estimated, the court said:

"The profits which the plaintiff (salesman) might have made depend upon the amount of sales which he might have made . . . In a general way the success of a salesman depends upon his skill,

industry and acquaintance, as well as upon the character, quality and price of the goods which he offers for sale, but his success depends, also, upon other matters, such as the prosperity of the territory in which he is operating and even purely fortuitous circumstances, such as his good or ill fortune in meeting certain customers when they are in a good humor . . . where such proof is given, the plaintiff (salesman) cannot be deprived of a right to recover some damages . . . The plaintiff (salesman) is entitled to have the jury pass upon the question of the amount of damages."

Written and Oral Contracts

And in *Merrimane v. Bilb*, 178 S. W. 403, the court held that where a contract between a salesman and employer specifies that the salesman is to receive either a commission or a salary, and the employer breaches the contract, the salesman may either continue to travel the territory and recover damages from the employer, or he may consider the contract void, quit his work and sue the employer for the money he would have made during the term of the contract.

Very often considerable difficulty arises between an employer and his salesman where one of the parties attempts to vary the strict meaning of a written contract.

For illustration, in *Goller v. Henseler*, 161 S. W. 584, it was disclosed that a written contract existed between a firm and its salesman by which the latter was to receive a commission on all merchandise sold in a specified territory. The contract distinctly stipulated that the salesman was to "sell at market prices at all times." Later, because of difficulties, the firm withdrew the agency from the salesman, who immediately instituted legal proceedings for damages and loss of profits, on the ground that the company breached the contract. The salesman further testified that although the written contract stated that the goods were to be sold at market prices, a verbal contract existed in which

it was agreed that the salesman was privileged to give a rebate to his customers.

The court refused to consider the verbal agreement and held that in the absence of fraud, accident or mistake the written terms of the signed instrument cannot be varied by an oral agreement. In other words, the law is well established that the meaning of a written contract is construed exactly and solely by the terms thereof, irrespective of verbal agreements. And, further, that evidence pertaining to such verbal agreements may not be introduced as evidence, unless the portions of the written contract are ambiguous. Under the latter circumstances, verbal testimony is admitted to explain the unclear meaning of the written portion, but not to change or vary its intended meaning.

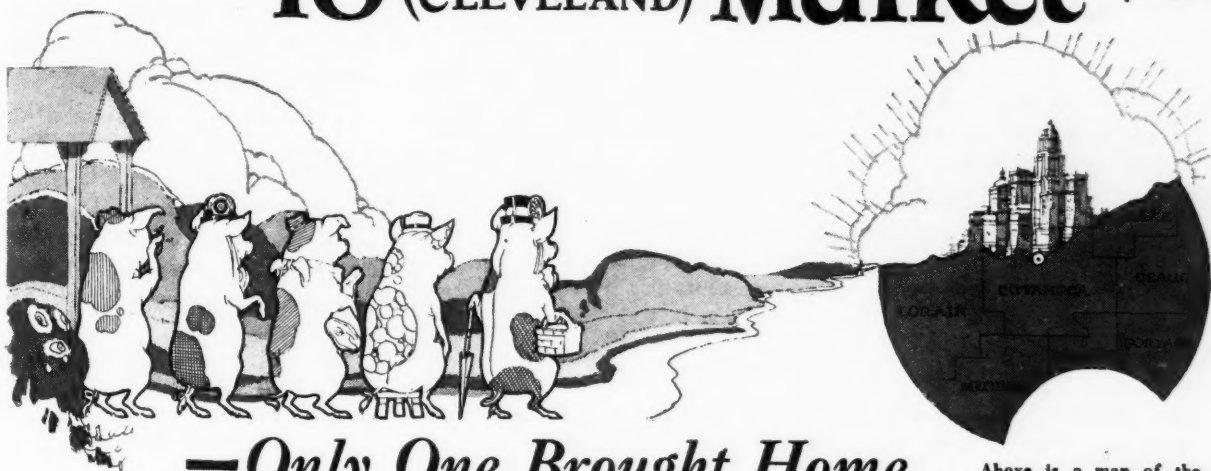
SHOE INDUSTRY HIT BY LUXURIES

While a radio set or an automobile can scarcely be substituted for a pair of shoes, still, the shoe industry "feels that it has been hit by the radio industry, the automobile industry and similar agencies," according to the declaration made by officials of the National Shoe Retailers' Association following their announcement of a \$1,500,000 advertising campaign during the coming three years.

Representatives of both manufacturers and retailers are out trying to gather together the \$500,000 called for the first year. It will be spent, if raised, in newspapers and national magazines. The reason for the campaign is that the use of shoes has fallen off alarmingly since 1914. If people wore as many shoes now as they did then, it is averred, production would have increased 28,000,000 pairs a year—but they don't, and it hasn't.

Two new accounts for Hurja-Johnson-Huwen, Inc., Chicago agency, are those of the Harlo R. Grant Company, Chicago, and Gits Brothers Mfg. Company.

The Story of the FIVE LITTLE PIGS That Went To (THE TRUE CLEVELAND) Market ≈



*—Only One Brought Home
the Bacon!*

ONCE upon a time five national advertisers set out to win the favor of the people who live in The True Cleveland Market.

Each had his own selling plan, each plan was different. Each spent money—lots of it—yet only one was successful.

Why? Why this waste? Why should the losing four—and hundreds of others—fail to get maximum advertising and sales effectiveness?

In a series of advertisements to appear in this publication The Cleveland Press will set down the conclusions drawn from nearly 50 years of experience with Cleveland people and with national advertisers.

It will demonstrate the utter foolishness of any attempt to sell nationally advertised goods in Cleveland without adequate personal sales work.

It will prove to you that "Dealer Influence" copy does not—and will not—get your products into the hands of the million ultimate Cleveland consumers.

It will insist that advertising "drives" and "campaigns" will never pry the dollars from the pockets of the prosperous but careful and cautious people who live here.

It will be one of the few newspapers in the United States to refrain from the statement: "Put your advertising in the Umpty-Ump Gazette and that's all you need to sell this gigantic market of steen million buyers."

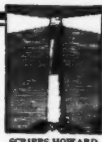
The secret of successful sales-work in The True Cleveland Market is PERSONAL CONTACT. Advertising—newspaper advertising—even Cleveland Press advertising alone—cannot produce sales except in rare instances. It can only influence sales, and make it easier for your PERSONAL representative to get your goods on the shelves and counters of Cleveland merchants and to move from there into the homes of Cleveland people.

Above is a map of the area over which Cleveland newspapers have influence, the area in which Cleveland firms operate, a 35-mile radius of Cleveland Public Square, better known as "The TRUE Cleveland Market." In this area The Press has 36,436 more circulation than any other daily, and 13,000 more circulation than any other Sunday newspaper.

*This is the first of a series to appear in this publication during 1927.
The second will be published in the issue of February 5. Watch for it.*

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO



ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES

FIRST IN CLEVELAND

LARGEST IN OHIO

SALES MANAGEMENT, JANUARY 8, 1927 [75

Extra Inches of Effort That Bring Miles of Results

(Continued from page 32)

through the entire meeting with the usual business, not a word having been said about the one thing uppermost in every salesman's mind.

Then I acted as though I was going to adjourn the meeting, asking if there was anything else anyone wanted to talk about. Immediately a couple of men jumped to their feet and demanded details about the boat race.

Then they heard the entire plan for the contest. The course for each man's ship was charted around the Great Lakes, and he was given credit in miles, for so many dollars' worth of sales toward his quota, 100 per cent brought him back to his starting point.

Promoting the Contest

We had a big chart in the office on which the boats were moved day by day. All the letters pertaining to the standing of the men and the position of their boats were sent to the wives and sweethearts instead of to the men themselves. They got the information soon enough after that! In these letters the men leading the race were always mentioned—we said nothing about those bringing up the rear.

Just as we had expected, the dear ladies did that for us. It was they who promoted the contest! One man came in after the second or third letter had gone to his wife, and said, "Honestly, now, Mr. Ott, I'd rather you wouldn't send these letters home. My wife is nagging me to death. She thinks I'm alibi-ing. But you know what the conditions are in my territory, and that I'm driving as hard as I can for every cent of business."

"Well," I answered, "that's one of the rules of the contest, though, and we'll have to stick to it."

Another man's two youngsters found out about the contest—it was evidently a widely discussed topic at all the dinner tables—and they made it clear to dad they expected him to win. Wasn't he the best salesman in the whole world?

Now it's easier by far to fail in a mere sales manager's eyes, but it's a strange father who doesn't want to remain a hero to his children.

This salesman came in to see me.

Our Most Successful Competition

"I'm in an awful fix on this contest," he complained. "I've got a cart load of orders held up in the credit department—and I can't get any more business until those are delivered."

I called in the credit manager. We went over the orders being held, and sure enough, there were nearly \$20,000 worth.

Then I turned to the salesman. "Why don't you spend next week cleaning up these accounts?" I suggested. "Collect for this goods and you'll automatically make some new business as you go along. And then you can go ahead in the race without this big handicap."

"I'll just do that!" he said grimly.

The following week he collected something more than \$15,000, got the majority of his delayed orders delivered, and went ahead in the contest by many "miles."

Now there is another good example of the way in which a contest will work toward getting a salesman to clean up his territory.

All the men on our sales force specialize in selling some one of the seven lines of rubber goods the United States Rubber Company makes.

That is, one sales force sells shoes, another clothing, a third

drug sundries, and so forth. In one or two contests during the year these men are all mixed up and divided into two teams—the boat race was a case in point—so that you have men on both sides from each division.

All other contests are conducted among men in one department where the competition is limited to salesmen selling exactly the same goods.

The football contest mentioned in the incident at the beginning of this article was a general contest among all members. Two teams were made up and each elected a captain from among their own number. An unexpected turn was given this contest by a bet made between the two captains to the effect that the loser would wheel the winner, in a wheelbarrow, to the hotel where we expect to have the big dinner to close the contest. This finally developed into a proposition that the entire winning team would thus be charioted to the victory dinner. While this may sound, to some of the more serious-minded sales managers, like horseplay, I offer the suggestion that the kidding and fun-making which attends such wagers during the progress of the contest, is one of the strongest possible incentives to harder work.

Playing the "Game"

The two captains in this contest got behind their teams and pushed with all possible force, to make every day count. For many weeks there were only a few points difference in standing. The captains wrote weekly letters to the men. "Are we getting every immediate order possible?" inquired the captain of the Reds in one of these energetic bulletins. "If not, let's tackle them just a little bit harder and they are bound to fall. Let's get our toes in the mud and down the Blues. I am afraid that if we had slow motion pictures of the first month's work, in some of these games we would see a lot of sloppy tackles. . . ."

These letters were supplemented by bulletins from the "umpire" of the game who wrote

How about Sales in 1927?

—will they be easier, will competition be less keen?

OR WILL it be a year for real fighters — with rewards for real fighters as never before.

In such years the stronger sales organization gets the profit by getting the plus business the weaker sales organization cannot get.

Are you sure that you are doing everything in your power to make your sales organization a reward winner in 1927?

Let DARTNELL with its ten years of successful history and its contacts with literally thousands of businesses help you make sure.

Let DARTNELL send you a man who has earned over \$25,000 a year in sales positions. This man will become a part of your organization and find out what your sales problems really are. He will stay with you long enough to help you develop plans and methods to solve them. Then he will remain on your staff subject to call as a consultant for a year afterwards. He has all of DARTNELL personnel and experience back of him to make the success of his work more sure—

This is why he can give you not only "counsel" but *actual service* to make "counsel" effective!

George L. Willman

Four years Advertising and Assistant Sales Manager.
Five years Wholesale Branch Manager. Two and one-half years Vice-President and Sales Manager. Many years Instructor in Sales Practice and Advertising at Chicago College of Commerce. Since 1924 with Lord and Thomas Advertising Agency as Account Executive

Specialist in these sales activities:

Selecting, hiring and training salesmen. . . . Establishing workable sales quotas. . . . Preparing sales manuals. . . . Determining methods for basing salesmen's compensation on actual results. . . . Developing plans to enthuse and stimulate salesmen. . . . Simplifying routine for the effective check and supervision of salesmen. . . . Analyzing territory possibilities for new outlets and new business.

THE DARTNELL CORPORATION

Ravenswood and Leland Avenues, Chicago

19 West 44th Street, New York

146 King Street, West, Toronto

spirited game accounts in football vein which ran something like this:

"Here I am again with all the latest details on that championship game being played in the new stadium located at East Water and Buffalo streets . . . as you remember, the last account of the game has the teams tied at eight all. After Captain Behrens missed that try for the extra point, the Reds kicked off with Behrens receiving . . . Clarence returned the ball eight yards being stopped by Right Tackle Mason . . . and Cheerleader Anderson of the Blues called for a "U! Rah! Rah! for 'Raynster' Youmans." Charlie responded by kicking a beautiful punt on the first down . . . on the next down Halfback Grube threw a forward pass to Zwaska, which was good for ten yards, making it first down again for the Reds. The Reds seemed to be the better team in the mud . . ."

While this contest still has a week to run at the time this is being written, we know it has given us the largest total sales volume we have ever had in the history of the branch for the period it

covered. Indications are that at least a third of the men on the sales force will make their quotas, while the four high men already have the following record: 152 per cent of quota, 141 per cent, 139 per cent, and 111 per cent.

While it was not announced in the contest, every man who made his quota was given a cash bonus of \$25 in addition to the prizes originally offered.

More than 90 per cent of our salesmen will end the year in "black"—meaning they have sold enough goods to keep their selling costs down to where they will collect a bonus and a commission. All of our departments, with one single exception, are closing the year with the biggest sales they have ever had.

Department managers are now laying plans for a contest for the first three months of 1927, during which time each department will run a competition among its own men. However, the success of the football contest, in which all division sales forces were mixed and divided into two teams, was so satisfactory that another contest along similar lines will be used in 1927.

Selling With a Camera

THERE is a paint salesman in the State of Minnesota who has been very successful in using a camera to assist him in closing sales. His camera is with him constantly and is just as much a part of his equipment as his price list or his color cards.

As an example of the way in which he uses this selling aid, one day when driving along a country road this salesman came to a bridge which had been broken through by a threshing outfit. This was soon after the accident and the bridge was in ruins and the thresher was lying damaged in the creek bed. He immediately brought his ready camera into play and snapped several pictures for future use.

For some time this salesman had

been trying to sell bridge paint to the commissioners of an adjoining county, so with this picture in his possession he worked out a sales campaign. He first proceeded to take a few close-up pictures of some of the bridges in that particular county, showing badly rusted surfaces. Several of these pictures were taken underneath the roadways of the bridges, where rust scales were quite prominent.

At the next meeting of the county commissioners the salesman appeared on the scene and again tried to interest them in buying paint. As an example of what might happen if their bridges were neglected, he showed the picture of the accident in the neighboring county. The commissioners were

interested in looking at the pictures as they had all heard of the accident; but they agreed that such a thing could not happen in their county as their bridges were well cared for. Our salesman then played his trump card. He handed them the pictures of some of their own bridges showing their rusted condition.

The commissioners could hardly believe their eyes, and, as one of the bridges was not far away, they adjourned the meeting and all of them went to look it over. They soon realized that the camera had told the truth. The result was a good order for the salesman.

When Pictures Could Talk

Perhaps this example of the way a camera can assist in selling may hold a suggestion for salesmen in other lines of business. For instance, a salesman selling excavating machinery could use pictures of some of his machines in actual use and get figures to use in connection with them, showing the amount of earth that was moved in a certain time and the cost of doing it.

Such pictures ought to prove more interesting to another contractor than the same picture published in a catalogue. It would seem more personal and truthful. Then too, many are rather skeptical of retouched illustrations.

An automobile salesman might use pictures of old cars that were still in use after traveling an unusual mileage. He could note on the back of the pictures figures showing the low cost of repairs during the time that the cars were in service.

A salesman selling conveying machinery might take pictures of the present method of handling in his prospect's factory or yard showing the number of men actually at work, placing such a picture on the desk of a president or general manager, and telling him just how many of those men could be displaced, would carry much more weight than saying the same thing without the concrete example in the shape of a picture.

THE FOUNDATION OF DIRECT ADVERTISING IS THE LIST

Over 50,000 national and local advertisers have used BOYD'S LISTS in building a business by direct advertising.

BOYD'S PRICE LIST (A-56)

Contains the Principal Industries and Professions of the United States, Wealthy Residents, Federal Income Taxpayers, Farmers, Business Executives, Manufacturers, Jobbers, Retailers, Financially and Geographically Classified. It is of special value to Direct Advertisers, and to Sales Promotion or Publicity Managers and Executives. **Send for a copy.**

The Most Modern Development in Direct Advertising is the Financial Classification of the American Buyer!

Lists for National or Local Use

11,524 AMERICAN MILLIONAIRE BUSINESS CONCERNS Specifying Business and Giving Names of Executives or Officials

AMERICAN MANUFACTURERS

All kinds, combined without duplication; giving business; indicating branches; keyed for financial standing.

130,698	worth \$5,000 or over.
76,041	" 50,000 " "
45,325	" 100,000 " "
13,248	" 250,000 giving Executives
5,418	" 1,000,000 " "

AMERICAN JOBBERS

Wholesalers or Jobbers of all kinds without duplication, giving business, branches and financial standing.

56,330	worth \$5,000 or over.
36,719	" 50,000 " "
20,168	" 100,000 " "
9,623	" 250,000 " "
1,485	" 1,000,000 giving Executives

AMERICAN BUSINESS CONCERNS

All worth \$50,000 or over; indicating business and branches; giving Executives and Officials. Similar lists for any locality.

14,000	in New York City
6,700	" Philadelphia
2,500	" Detroit
2,700	" Brooklyn
1,250	" Newark

The Individual Wealth of The Nation

BOYD'S LIST OF 525,000 WEALTHIEST AMERICANS

These individuals own collectively one-fifth of the Wealth of the Nation; their average wealth is \$128,000 each. Both Business and Residential Addresses are given.

BOYD'S LIST OF 15,155 AMERICAN MILLIONAIRES

As we have been established since 1830 and supply over 50,000 customers, the volume of our business enables us to offer you the best lists that it is possible to secure at nominal prices which are not based upon the initial cost of compilation. We have no Branches or Agents for the sale of our Lists.

BOYD'S CITY DISPATCH

EDGAR J. WILLIAMS, Manager

Office: 114 to 120 East 23rd Street, New York
Receiving and Shipping Dept's: 115 to 119 E. 23rd St., N.Y.

DIRECT MAIL SERVICE OF—ADDRESSING, MAILING, LETTERS TO ABOVE LISTS

SPARTANBURG, S. C.



From Where do You Sell the South

ARE you trying to make Southern sales from a Northern office? The thing to do is to get established in the center of the South, where you can sell man to man—with less effort and less expense!



Spartanburg, South Carolina, is the center of the enormous Southeastern market. With unrivaled transportation facilities for traveling or shipping, it is the logical place for your Southern sales headquarters or warehouse. From this center you can reach a wide area of great buying power. Investigate it now. Get in on the industrial development of the Southeast.

No better way than to write for the Marketing Survey of the Spartanburg Trading Area. Its common-sense facts on Distribution will interest you. Due to our desire to avoid a promiscuous distribution, please make your request for the Survey on your business stationery.

INDUSTRIAL COMMISSION

1150 MONTGOMERY BUILDING

SPARTANBURG, S. C.

SPARTANBURG

"The Hub City of the Southeast"

SOUTH CAROLINA



MARKET: In the heart of the great Southeast—a market of 13,000,000 people with real buying power.

TRANSPORTATION: Two trunk lines to the Middle West—two to the Atlantic Coast—on the main line of the Southern Railroad from New York to New Orleans.

TRAVELING: 33 passenger trains in and out of the city every 24 hours. A network of bus lines covering the state. Large, modern hotels everywhere.

PRESTIGE: A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

BUSINESS MEN TO EXCHANGE IDEAS

California advertising men are going to reciprocate with California business men in telling each other about their own lines of business. One of the plans outlined by Herbert Bernsten, vice president of the Lockwood-Shackelford Company, advertising agency, who also acts as president of the California Advertising Service Association, for the coming year has to do with a series of talks given before the San Francisco and Oakland chapters of the association by specialists in the accounting, finance and insurance fields. In return the advertising men will meet with industrial groups along the Coast to present the advertising side of business.

Additional chapters of the advertising association may be installed in several other California cities during the coming year.

CHICAGO A. of C. HOST TO SALESMEN

Two thousand traveling salesmen will be the guests of the Chicago Association of Commerce at a dinner to be given at the Palmer House on January 30. These salesmen, who travel out of Chicago for local firms, will be addressed by George M. Reynolds, chairman of the board of the Continental and Commercial National Bank, and possibly by Mayor Dever of Chicago. Alfred H. Schmidt, of Carson, Pirie, Scott and Company, will speak for the salesmen.

TWO ACCOUNTS GO TO CAMPBELL-EWALD

The advertising of the Link Belt Company and the Cusack Home Utilities Company has been placed with the Chicago branch of the Campbell-Ewald Company.

The New York offices of *Success* magazine have been moved from 251 Fourth Avenue to the new Graybar Building near the Grand Central Terminal.

Bright Spots in Business



First Quarter of 1927 Will See Business Continue Good, With Buyers in Control

The first quarter of 1927, and probably throughout most of the year, buyers will be in control of the market. Present indications are that business will continue around present levels, but prices will be closer and margins smaller. Prices on most commodities will continue weak, and some further decline in the general price level may be expected. The majority of wholesalers and retailers will start the year with stocks low, and early reports indicate that manufacturers are carrying minimum inventories. Hand-to-mouth buying will continue, and production has shown no tendency to outrun consumption. Until the price level turns definitely upward, this condition will continue. While the volume of new construction is not likely to equal that of the past year, the decrease will not be as severe as conditions toward the end of 1926 indicated it would be. Employment will be general, with wages continuing around present levels. Bonds are likely to sell at still higher prices, money will continue easy with credit available on favorable terms to anyone entitled to accommodation, and profits will be smaller. It would not be surprising to see the stock market well along in a major decline before the end of the year.

AKRON, OHIO

Debits to individual accounts for the week ending December 31 were \$21,577,000 as compared with \$20,630,000 for the preceding week and \$22,852,000 for the same week a year ago. Factories are operating close to capacity, and there is practically no unemployment. Both retail and wholesale sales are expected to show a small seasonal decline, but conditions for the next quarter are regarded as favorable. Rubber manufacturers, particularly, expect production to exceed 5,000,000 tires in 1927.



ATLANTA, GEORGIA

While the cotton situation is having some effect on the volume of sales in this area, business generally is good. December sales in Atlanta were slightly better than for the same month in 1926. New construction is expected to decline somewhat, but manufacturers generally are operating close to capacity. Debits to individual accounts in this district for the last week were \$305,099,000 compared with \$296,118,000 for the preceding week and \$332,204,000 for the same week a year ago. Textile mills have been helped by low cotton prices and expect 1927 to be the best year they have had in some time.

BALTIMORE, MARYLAND

Bituminous coal operators report that their mines are busy, and that production this season will exceed that of last year. Christmas retail sales exceeded those of last year by about 4 per cent. Factories are generally busy, with operations averaging 75 per cent capacity. Textile manufacturers had a good autumn and expect the first six months of 1927 to be better than they were in 1926. Bank clearings for the week ending December 30 were \$92,945,000, compared with \$80,927,000 for the corresponding week a year ago—an increase of over 14 per cent. Debits



to individual accounts for the same period were \$111,428,000 as compared with \$104,208,000 for the preceding week, and \$105,175,000 for the same week in 1925.

BIRMINGHAM, ALABAMA

Pig iron smelters have orders on hand that will keep them operating steadily for the next quarter. Steel mills have been operating around 80 per cent capacity, and no immediate decline is now anticipated. Coal and coke production for the forthcoming quarter is expected to be about the same as for the first quarter of 1926. Debits to individual accounts for the last week in December were \$35,010,000 compared with \$32,940,000 for the preceding week, and \$36,490,000 for the same week in 1926.

BOSTON, MASSACHUSETTS

Debits to individual accounts in Boston and the First Federal Reserve district for the last week in December, were \$714,868,000 as compared with \$683,813,000 for the preceding week, and \$650,974,000 for the same week a year ago. Bank clearings in Boston for December amounted to \$2,361,000,000 as compared with \$2,106,000,000 for the same month last year, and \$1,986,000,000 for December, 1924. Textile mills have increased outputs approximately 10 per cent in the last month, and New England industry is picking up. There is a feeling of optimism and confidence among business men in this section that is in marked contrast to the business sentiment a year ago. Present indications are that New England will do more business in 1927 than she did in 1926, and that this section will be one of the most prosperous in the country.

BUFFALO, NEW YORK



Buildings now under way and new buildings for which contracts have already been let indicate that during 1927 in this city and trading area \$125,000,000 will be spent in construction. Steel mills are now operating between 60 and 70 per cent capacity, and other industries at about 80 per cent capacity. Wholesale trade is quiet, with prices firm around present levels, and inventories light. December retail sales were about 3 per cent greater than those for December a year ago. Debits to individual deposit for the last week in December were \$76,745,000 as compared

with \$86,175,000 for the preceding week. Bank clearings were a little more than 3 per cent less than for the last five days in December, 1925.

BUTTE, MONTANA

An increased demand for copper, and generally good crops throughout the state have stimulated business in this section materially, and sales for December were the largest of the year. Sugar beet refiners had a good autumn, and wool shipments were the largest in recent years. Sales in this section should show an increase in the next three months over the same period a year ago.

CHICAGO, ILLINOIS

Prospects for 1927 are as good as they were in 1926, and manufacturers, wholesalers, and retailers anticipate no immediate decline in the volume of business. Dry goods jobbers report an increase in their 1926 sales of 8 per cent over those for 1925. Retailers report a record Christmas business, one prominent department store having a 25 per cent increase over 1925. Bank clearings for December amounted to \$2,995,200,000 as compared with \$2,715,200,000 for the preceding month. Debits to individual accounts for the last five days in December for Chicago and the 36 other clearing house cities in this Federal Reserve District were \$1,243,729,000 compared with \$1,518,134,000 for the preceding week, and \$1,173,597,000 for the corresponding week in 1925. New construction continues in a volume slightly less than for the same period a year ago, and about a 5 per cent increase is reported in employment. Agricultural conditions for the district as a whole are more favorable with future price adjustments expected to increase still further the farmer's purchasing power.



CINCINNATI, OHIO

Debits to individual accounts for the last week in December were \$90,778,000 as compared with \$90,093,000 for the preceding week and \$88,728,000 for the corresponding period last year. Bank clearings for the five days ending December 31 were \$65,759,000 as against \$64,704,000 for the same week in 1925. Volume of wholesale trade is about the same as twelve months ago, and December retail sales were slightly better than at this time last year. Factories are busy, a few operating at capacity. Quotas in this area should be the same for the next quarter as they were for the beginning three months in 1925.

CLEVELAND, OHIO



Steel mills in this district are operating around 70 per cent capacity, and orders on hand together with year-end inquiries warrant the belief that tonnage for the first six months of 1927 may slightly exceed that of the same period for the preceding year. Many of the mills are planning plant extensions in the next twelve months. Bank clearings for the years were \$6,175,855,000 as compared with \$5,995,670,000 for 1925. Debits to individual accounts for the same period were \$8,960,440,000 as compared with \$8,405,750,000 for the previous year. Labor is well employed, but no increase is expected. Wholesale prices are weak, with further declines expected. December wholesale and retail trade was slightly better than for the same month a year ago.

COLUMBUS, OHIO

Leading retailers report December sales to average 4 per cent greater than for the same month in 1925. Stocks on the shelves of both wholesalers and retailers are low. Factories generally are busy, operation in most instances ranging around 75 to 80 per cent capacity. Debits to individual account for the last 5 days in 1926 were \$40,263,000 as compared with \$39,217,000 for the preceding week, and \$37,224,000 for the same week a year ago.

DALLAS, TEXAS

The increased production of cotton has to some extent offset the decrease in prices and business in this section is slightly better than a year ago. Value of all crops exceeds that of 1925 by \$100,000,000. Debits to individual accounts for Dallas and the Eleventh Federal Reserve District for the last week in December were \$190,337,000 compared with \$183,153,000 for the same week in 1925 and \$186,708,000 for the corresponding week in 1924. Present conditions indicate that business will continue to increase in this section in 1927.

DES MOINES, IOWA

The close of the year finds business slowing down slightly in this section. Both wholesale and retail sales were less in December than they were for the same month, 1925. A slight increase in unemployment is reported. Factories generally, are operating around 70 to 80 per cent capacity. Debits to individual accounts for the last full week in December were \$20,897,000 compared with \$19,718,000 for the preceding week and \$18,878,000 for the same week in 1925.

DETROIT, MICHIGAN

Bank clearings for the week ended December 30 were \$138,146,000 as compared with \$133,421,000 for the corresponding week in 1925. Debits to individual account for the same period were \$228,333,000 compared with \$189,914,000 for the preceding week and \$252,865,000 for the same week in 1925. With two exceptions all automobile plants started operating at full capacity January 3, and it is estimated that 150,000 auto workers are again employed. Factories outside the auto trades are operating at 75 to 80 per cent capacity. Retail sales were higher than a year ago, but wholesale business is about the same as it was at this time in 1926. Business in this territory will be good for the next quarter.



DULUTH, MINNESOTA

Iron ore shipments from the various ranges for the present year totaled 42,608,976 tons, an increase of nearly 3,000,000 tons over 1925. Debits to individual accounts for the last week in December were \$17,991,000 as compared with \$17,161,000 for the preceding week and \$22,671,000 for the same week in 1925. Retail sales during the month just passed were slightly better than those of a year ago, while wholesalers report trade as being slightly dull. Recent increased unemployment is due to seasonal conditions, and business men generally anticipate that 1927 will be better than 1926.

FORT WORTH, TEXAS



Bank clearings for the year were \$743,352,678, a gain of \$91,199,716 over 1925. This is a new high record for this city. Building permits were the highest they have been in nine years, totaling more than \$17,000,000 and present indications are that there will be no marked decline in new construction in the next twelve months. Value of this year's cotton crop is estimated at \$351,000,000, which is \$28,000,000 less than the value of last year's crop. This is offset by an increase of \$70,000,000 in the value of the corn crop and \$30,000,000 in the value of the wheat crop. It is estimated that oil brought \$557,000,000 into Texas in 1926, and present indications are that this will be increased in 1927. Business the next three months will exceed that of the first quarter a year ago.

HOUSTON, TEXAS

Debits to individual accounts for the last full week in December were \$39,541,000 compared with \$37,496,000 for the preceding week and \$35,424,000 for the corresponding week in 1925. Retailers report Christmas sales were about 4 per cent larger than a year ago. Building is still active, though the volume of new construction this coming year will probably be from 10 to 12 per cent less than it was in 1926. Crop conditions are favorable, and the farmers are the most prosperous they have been in the last five years, despite the abnormally large cotton crop. Quotas on most lines should be increased slightly for this territory in 1927.

HARTFORD, CONNECTICUT

Dividend payments January 1 amounted to \$3,193,125, as compared with \$2,882,375 last year. Debits to individual account for the last week in December were \$31,948,000 as compared with \$31,821,000 for the preceding week, and \$35,655,000 for the same week a year ago.

INDIANAPOLIS, INDIANA

Leading stores report December sales to be on the average 10 per cent greater than for the same month a year ago. Postoffice receipts for the year registered an increase of 6 per cent. New building, now under way, or soon to be started, includes the Indiana War Memorial, involving a total expenditure of \$10,000,000, two new hotels totaling \$7,000,000, a group of buildings for Butler University, a Chamber of Commerce building costing \$1,700,000, and numerous apartment houses and smaller business structures. Dry goods, hardware, drugs, and grocery wholesalers report sales to be favorable, and anticipate no decline within the next quarter. National advertising in one newspaper showed a gain of 900,000 lines, an increase for the year of 33 1/3 per cent. Agricultural conditions are favorable, except in a few seasonal industries, are busy.



JACKSONVILLE, FLORIDA

Debits to individual account for the last week in December were \$26,279,000 as against \$24,870,000 for the preceding week, and \$25,164,000 for the first week in the month. While both wholesale and retail trade is less than during the boom times of a year ago, goods are moving in good volume, and sales show a steady increase each month. Credit conditions are favorable, and collections improving. This upward trend in both production and sales will continue in this section throughout the first quarter, and perhaps the second, of 1927.

KANSAS CITY, MISSOURI



For the sixth consecutive year the flour mills in this city established a new high record, with total production for 1926 of 6,179,000 barrels as compared with 5,410,714 barrels in 1925. Freight to and from Kansas City for the year of 1926 amounted to 39,728,564 tons, an increase of 1,015,089 tons over 1925. Combined factory output and wholesale trade for the same period aggregated \$1,445,637,862, a substantial gain over the preceding year. Factories have orders booked ahead that will keep them operating at or near present capacity well into 1927. Agricultural conditions are improving. Building shows no decline.

LOS ANGELES, CALIFORNIA

Bank clearings for the week ending December 30 were \$148,400,000 compared with \$134,208,000 for the same period a year ago. Wholesale trade in December was about 5 per cent better than for the same month last year. Retailers report an increase in Christmas sales of an average of 10 per cent. New construction is expected to show about a 12 per cent decline for the year. Factories are operating around 80 per cent capacity. An increase in tourists is anticipated.

LOUISVILLE, KENTUCKY



Higher prices for tobacco, and improved agricultural conditions will keep both wholesale and retail business good throughout the first quarter of 1927. Factories are operating at or near normal capacity, and there is little unemployment. Commodity prices generally are weak, with some declines likely. Debits to individual accounts for the last week in December were \$51,310,000 as compared with \$43,830,000 for the preceding week and \$49,118,000 for the same week in 1925.

MEMPHIS, TENNESSEE

Debits to individual accounts for the last week in December were \$38,409,000 as compared with \$35,437,000 for the preceding week and \$41,492,000 for the same week in 1925. Bank clearings were \$23,944,000 as compared with \$23,690,000 for the preceding week. Demand for lumber continues firm, and orders booked or in sight indicate that most mills will operate at from 70 to 80 per cent capacity during the first quarter. Wholesalers of staples report that the year-end trade was quiet with the volume not quite up to expectations. Dealers' shelves are bare and increased sales are in prospect for the beginning quarter.

MIAMI, FLORIDA

Reconstruction work now in progress and new building planned for 1927 indicate that the building trades will be active throughout the first half of 1927. Reservations already made and inquiries lead to the belief that there will be little if any decline in the number of tourists during the forthcoming season. Retail trade for December was slightly less than a year ago, but was in good volume. Conditions for future business are favorable.

MILWAUKEE, WISCONSIN

Debits to individual account for the last full week in December were \$73,259,000 compared with \$70,576,000 for the preceding week and \$67,414,000 for the corresponding week a year ago. Bank clearings for the same period were \$39,762,000, which is a gain of 2.8 per cent over the same week in 1925. Retail sales in December were about 2 per cent greater than in December last year. Factories are busy and there is no unemployment.



MINNEAPOLIS, MINNESOTA

It is estimated that \$30,000,000 will be spent for new buildings in 1927 as compared with \$20,000,000 in 1926. Of this amount \$2,500,000 will be for new buildings at the University of Minnesota and \$4,000,000 for public improvements. Farmers in the state will have an income of \$288,053,000, based on December 1 prices. During this coming year \$40,000,000 will be spent on new roads and highways in this state. Factories increased their output during the year \$11,000,000 and gave employment to 2,000 additional men. Commodity prices are firm, and both wholesale and retail sales are tending upward. Debits to individual account for the last week in December were \$107,409,000, compared with \$83,483,000 for the preceding week and \$100,065,000 for the same week last year.

NEW HAVEN, CONNECTICUT



Christmas retail sales were slightly less than 4 per cent greater than they were a year ago. Employment, while showing a slight decrease at the end of the year, is expected to increase this coming quarter. Factories are busy, with orders on hand to keep them active for several weeks. Debits to individual account for the last week in December were \$26,454,000 as compared with \$25,234,000 the preceding week and \$23,753,000 for the same week a year ago.

NEW ORLEANS, LOUISIANA

Retail and wholesale trade were about 3 per cent less than at this time last year, but the prospects for the next quarter indicate sales will be equal to same period in 1926. Bank clearings for the last week in December were \$53,798,000, compared with \$55,956,000 for the same week a year ago. Lumber mills are operating at between 60 and 70 per cent capacity. Debits to individual account for the closing week of the year were \$78,419,000 compared with \$77,903,000 for the preceding week.

NEW YORK, NEW YORK



Bank clearings for the year 1926 were \$290,354,943,682 as compared with \$283,619,224,637 for 1925. For the month of December they were \$26,715,341,860 as compared with \$26,959,285,876 for the same period in 1925. New construction now planned or for which contracts have been let indicate that 1927 will see no marked decline in building. Bond prices are tending higher. Credit is easy and interest rates are expected to remain low. Commodity prices are slightly higher at the end of the month than they were at the beginning, but it is not believed that the general price trend has turned upward. Financial and business leaders believe that business will continue in the early part of 1927, and perhaps throughout the year, at about the same level as 1926, with decided increases in textiles, sugars and in some lines of the iron and steel industries.

General price trend has turned upward. Financial and business leaders believe that business will continue in the early part of 1927, and perhaps throughout the year, at about the same level as 1926, with decided increases in textiles, sugars and in some lines of the iron and steel industries.

OKLAHOMA CITY, OKLAHOMA

Oklahoma's agricultural and mineral products totaled more than \$1,000,000,000 in 1926, and with better prices for farm products and petroleum will exceed this figure this coming year. Local public utilities are enlarging plants, and will probably erect an office building in 1927. Slight decline in new building is anticipated. Retail and wholesale trade in December was approximately the same as last year. Debits to individual accounts for the last week of the month were \$23,430,000 as compared with \$23,436,000 for the preceding week and \$46,168,000 for the same week a year ago.



OMAHA, NEBRASKA

Wholesalers in dry goods, groceries, drugs and farm implements expect the first quarter of 1927 to equal the same period in 1926. Country dealers stocks are low, and gradually improving agricultural conditions are expected to stimulate spring sales. Christmas retail sales were slightly larger than a year ago. Debits to individual accounts for the last week in December were \$43,950,000 as compared with \$43,626,000 for the preceding week and \$46,168,000 for the same week in 1925.

PHILADELPHIA, PENNSYLVANIA



Bank clearings for the week ending December 23 were \$619,000,000 compared with \$588,000,000 for the preceding week. Debits to individual accounts for the same week were \$477,358,000 as compared with \$448,406,000 for the preceding week and \$470,313,000 for the same week in 1925. Christmas sales were reported by leading department stores to be better than a year ago. Wholesale trade is quiet, with prospects for the new year about the same as for 1926. Factories are active, with textiles and knit goods operating the nearest to full capacity. New construction, based on contracts that have been awarded, will be about 10 per cent less than in 1926.

PITTSBURGH, PENNSYLVANIA

Several million dollars will be spent by the Carnegie Steel Company, and leading independent manufacturers in this territory during 1927 in enlarging and improving their plants. Leaders in the industry believe that production for the next twelve months will exceed that of the last twelve. Bank clearings for the last week in December were \$201,863,000, approximately 4 per cent greater than for the same period in 1926. Debits to individual accounts for the same period were \$247,412,000 as compared with \$208,650,000 for the preceding week, and \$236,673,000 for the same week last year. Present volume of wholesale and retail trade is about the same as last year at this time.

PORTLAND, OREGON

Bank clearings for the five days ending December 30 were \$37,457,000 compared with \$31,918,000 for the same week in 1925. Retailers report that Christmas sales were about 15 per cent higher than a year ago. Wholesale trade has been active, with present indications that 1927 will be a better year than the one just closed. There is a slight decline in lumber production, but mills are still operating at from 60 to 70 per cent capacity, and logging operations are expected to equal the past year's. Construction now under way and new buildings planned indicate there will be no decline in new building.

ST. LOUIS, MISSOURI



Bank clearings for the five days ending December 31 were \$129,700,000 as compared with \$133,500,000 for the same period of 1925. This slightly less than 3 per cent decline is accounted for by seasonal factors, and indicates that the volume of business in this district is being maintained around 1926 levels. December department store sales were somewhat better than last year, although there was some slight decline in wholesale sales, largely a reflection of the autumn decline in cotton prices. Local steel manufacturers expect 1927 to be a better year than the one

just closed, while shoe manufacturers are expected to better their 1926 high record of \$250,000,000. Considerable new industrial and business buildings will be erected in 1927. Wages are high.

ST. PAUL, MINNESOTA

In 1927, \$6,000,000 will be spent for public improvements, more than half this sum going for sewers and street paving. Wholesalers in all lines report sales for December as being slightly below those for the same month in 1925, but are anticipating an unusually good year, based on orders already received. Agricultural conditions are regarded as somewhat more favorable, although it is not believed that present prices of farm products will show any marked advance within the next six months. Quotas in this section should be somewhat higher than for the last three months.

SAN FRANCISCO, CALIFORNIA

Debits to individual accounts for the last week in December were \$249,142,000 compared with \$231,767,000 for the preceding week and \$334,693,000 for the same week a year ago. Bank clearings for the same week were \$164,500,000 as compared with \$161,030,000 for the same week in 1925. Retail and wholesale sales in December were on the average 2 per cent greater than last year's. Business will be good this quarter.

SEATTLE, WASHINGTON

Retailers report that Christmas sales exceeded those of a year ago by 7 per cent. Wholesalers report that country dealers had a good holiday trade and that their stocks are low. They expect the first quarter's business to be somewhat greater than at this time in 1926. Lumbering is less active. Canners generally report increased sales at better prices than prevailed a year ago. A slight decline in new construction for the new year is in prospect.

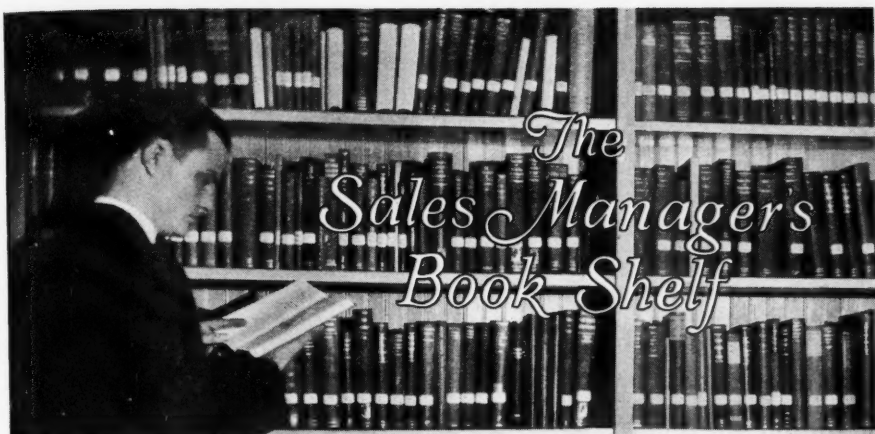


SPOKANE, WASHINGTON

Bank clearings for the last week in December were 10 per cent greater than a year ago. Christmas sales reported by leading department stores averaged 11 per cent greater than in 1925. Value of new construction increased 250 per cent in December, and will continue around present levels for the quarter. Factories are operating at 90 per cent capacity. Employment is increasing. Hardware jobbers sales increased 10 per cent. All conditions indicate continued improvement in business for next three months.

TULSA, OKLAHOMA

Debits to individual accounts for the last week in December were \$30,202,000 as compared with \$24,547,000 for the corresponding month, 1925. New buildings in 1927 will include a 20-story office building to cost \$1,500,000, public school buildings to cost \$750,000, city improvements to the value of \$1,000,000, and numerous residences and apartment houses. Recent higher prices for oil, with future prospects encouraging, lead to the conclusion that business in this community will increase in 1927.



RETAIL ADVERTISING OF MEN'S AND BOYS' WEAR. By *Allen Sinsheimer* (Harper and Brothers, New York City, \$3.50.)

The sales manager of a manufacturer or jobber who sells to the retail clothing trade can well afford to make a careful study of this book, written by the able editor of "The National Retail Clothier."

The experiences of hundreds of successful clothing stores with all kinds of advertising are thoroughly discussed and described in this book. While it is true the book is written strictly as a manual for retail dealers, it will, nevertheless, prove interesting to sales managers who are studying merchandising problems in this particular field. Any sales manager who is making up a sales plan or advertising portfolio to be presented to retailers will find a study of this book unusually helpful.

Particularly interesting is the chapter on writing copy. Two thousand advertisements were studied before this chapter was written, and as a result of this study the author has included a list of words which, to use his description, are "worked to death." In 1,500 of the advertisements he found the word, "style"; in 545, "finest"; in 1,225, "newest"; in 400, "exclusive," and in 350 "smart." In more than 1,000 of the advertisements the merchandise was described as being "astonishing," "celebrated," "distinctive," "extraordinary," "phenomenal," "sensational," "wonderful," or "spectacular." Mr. Sinsheimer points out the fallacy of using so many generalities. He says: "It is better to say '100 suits,' or '30 styles' than to say 'large stock.'"

Altogether, this is an unusually helpful and practicable book. It is far and away ahead of the average book on retail advertising.

PROFIT-SHARING AND STOCK OWNERSHIP FOR EMPLOYEE. (Harper and Brothers, New York City, \$4.00.)

This book is really a symposium by Gorton James, instructor in industrial management, Harvard Graduate School of Business Administration; Henry S. Dennison, president, Dennison Manufacturing Company; Edwin F. Gay, professor of economic history, Harvard College; Henry P. Kendall, president, Kendall Mills, Inc.;

Arthur W. Burritt, treasurer, The A. W. Burritt Company.

More and more business men are realizing that mere salaries are not a strong enough foundation on which to build a smooth-running, permanent and effective organization. For those executives who feel the inadequacy of straight salaries, this book will prove helpful and informative. It is based on wide investigations of various profit-sharing plans not only for executives but for salesmen and rank and file workers as well.

Many of the most successful profit-sharing and stock participation plans in operation in various large industries are described in detail. Various forms and contracts showing how concerns such as the Endicott-Johnson Company, International Harvester Company, Ford Motor Company, Eastman Kodak Company, Cleveland Twist Drill Company, have established profit-sharing and stock-participation plans are reproduced.

A SALES MANAGER'S FIELD LETTERS TO HIS MEN. By *W. Livingston Larned*. (Harper and Brothers, New York City, \$3.50.)

Everybody who has ever read anything by W. Livingston Larned remembers that he writes in an interesting, trenchant and vigorous style. Mr. Larned is vice-president of the Etheridge Company, of New York, and has had long experience not only in writing but in selling. Some of the problems he covers are: "The Salesman Who Gives Away House Secrets;" "That Inevitable Problem of Price;" "Stage Directing the Dealer Interview;" "Impossible Prospects;" and "The Territory and the Man."

WHOLESALE. By *Theodore N. Beckman*, Ph.D.) (Ronald Press, 1926, \$6.)

FINANCIAL INDEPENDENCE: HOW TO WIN IT. By *Harvey A. Blodgett*. (D. Appleton, 1926. \$1.50.)

HOW BANKS INCREASE THEIR BUSINESS. By *G. Prather Knapp*. (Rand, McNally & Company, 1926. \$5.)

BUSINESS MANAGEMENT, AN INTRODUCTION TO BUSINESS. By *Percival White*. (Henry Holt and Company, 1926. \$5.)

PSYCHOLOGY IN PERSONAL SELLING. By *A. J. Snow*. (A. W. Shaw, 1926, \$6.)

A Proven Location

"At the Edge of the Loop"

Chicago's Big Downtown Warehouse



**CLEAN, AIRY,
WELL-LIGHTED FLOORS**

Warehouse Space and Offices to Lease

Insurance 17.7c per \$100 per year.
Negotiable Receipts

**Considerate
Economical
Efficient
Reliable**

Stocks carried for Local and
Out-of-Town Concerns

Pool Cars Distributed

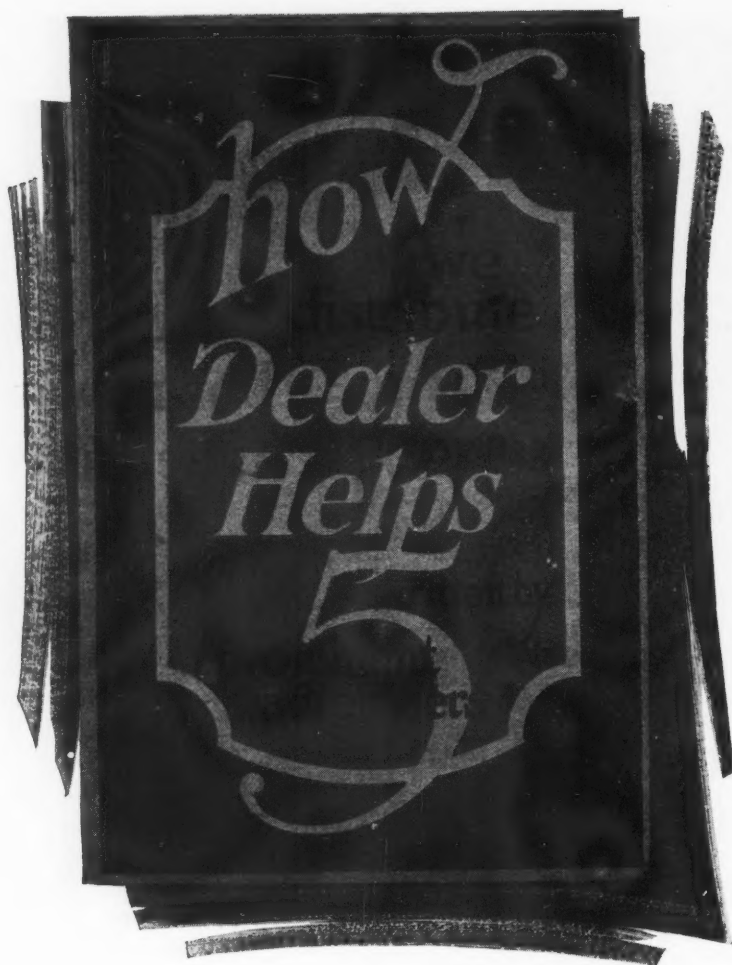
Rail Shipments Anywhere
without Cartage Expense

Western Warehousing Co.

331 West Polk Street, Chicago

Merchandise Warehouses
Polk Street Terminal, Pennsylvania
Railroad

E. H. HAGEL, Superintendent



This Book—free

to those interested in the use
of Dealer Helps. Mail coupon

DEALER HELPS—such as literature, window display screens, counter cards—supply the missing link between advertising and sales. Now, while forming plans for 1927, give thought to this important aid to sales. Write for this free book on the subject.

Five national advertisers, known by all, have contributed to the writing of this book. Each explains what types of Dealer Helps are used. Different methods of distribution

are described. The sale of Dealer Helps to dealers is discussed. Questions you may have in mind are answered. You will be interested in learning how others have solved such problems as may now be facing you.

"How We Distribute Dealer Helps" is written from five different viewpoints. One of the situations described may fit yours. Fill in the coupon below. No obligation whatsoever is attached to your request. Clip the coupon now and mail.

Multiplex Display Fixture Co.
915-925 N. 10th St.,
St. Louis, Mo.

GENTLEMEN:

Without obligation, please send me your book, "How We Distribute Dealer Helps," written by five prominent advertisers.

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Charles P. Pulliam

PULLIAM DIRECTS EVERWEAR SALES

Charles P. Pulliam has been appointed vice president and director of sales of the Everwear Hosiery Company of Milwaukee. Mr. Pulliam assumed up his new duties January 1.

Readers of SALES MANAGEMENT will remember Mr. Pulliam's articles which have appeared in several issues of the magazine during the past year. Since 1922 he has been general sales manager of the Rollins Hosiery Mills of Des Moines, Iowa.

Mr. Pulliam has had long experience in sales work, starting many years ago for the LaPrelle-Williams Shoe Company of St. Louis. One of his earliest exploits was described in an article in SALES MANAGEMENT magazine last year. It was told how he sold what was at the time the largest single shipment of shoes that had ever been shipped to one merchant from a St. Louis factory.

Later, while southwestern sales manager for Carson, Pirie, Scott and Company, Mr. Pulliam distinguished himself with an enviable record for sales increases.

He plans to organize the sales department of the Everwear company on a bigger scale and to expand the activities of the dealer merchandising service maintained by the Everwear company.

Selling Twenty Tons a Day

(Continued from page 20)

Many of the bigger markets we have opened with special demonstrations managed by our salesmen. We had struggled with the buyer of one very large market for some time, who declared there wasn't a market for Campfires on the scale we claimed. He finally agreed to give us a window, some interior displays, and the opportunity to make a demonstration.

One of our salesmen put on a white coat and pitched in to help our demonstrator on the day appointed. He began weighing up one-pound sacks of marshmallows from a five-pound tin, while the demonstrator talked with customers. By noon they called for extra help. By 4 o'clock we rushed more marshmallows. When the sale was over, 1,200 pounds of Campfires had been sold.

Selling Big Quantities

A demonstration in Springfield, Massachusetts, sold 2,500 pounds in two weeks. Another in Dorchester, Massachusetts, sold 778 pounds over one week-end. A large department store in St. Louis offered three of our toasting forks (a premium plan we've used) free with a five-pound tin over Hallowe'en week-end and sold approximately a ton of Campfires. The success of these special sales has shown our dealers the possibilities for a really big volume of business even on an article like marshmallows—and we are working now toward more sales in five-pound units.

One extremely simple display idea has given a big impetus to our sales. That was the creation of a "glass top" tin which showed the top layer of marshmallows. One of these display tops was included with every case of marshmallows, together with a small cardboard frame which the dealer could use to display a tin on his counter. There isn't anything complicated about the sales point involved: Mrs. Housewife comes into the grocery, sees the marshmallow tin and the product inside it looks white and fresh and

appetizing. Result: she buys some. Before she bought a sealed pasteboard box and took her marshmallows on faith.

An interesting sidelight on our sales plan is the work our home economics department has done in working with other manufacturers to promote our products as a combination. Tapioca is one such product; condensed milk is another; breakfast foods, bananas, cocoanut, canned fruits and dates are still others.

The Ford Idea

Perhaps there is one big point I should have mentioned long before this: that is our policy of making but one product. Our two factories are devoted exclusively to the production of marshmallows. We were the first to specialize in marshmallows to the exclusion of all other products. We were the first to advertise the marshmallow nationally; we were the first to put it up in tins instead of boxes, and the first to feature the display idea for the retailer's counter. While there is a vast undeveloped field for us in selling marshmallow creams for cake frostings and for soda fountain use, I doubt if we shall ever make any other than marshmallow products. Like Henry Ford, we believe in making one product and making it well.

That is the main reason we're now making and selling considerably more than a million marshmallows a day.

RODGERS ADDRESSES WHITE CONVENTION

Among the speakers at the three-day sales convention of the White Sewing Machine Company, held recently at Cleveland, were Albert S. Rodgers, president of the company; L. A. Woolsey, advertising and sales promotion manager; John S. King, of the John S. King Company, Inc., advertising agency, and C. C. Parlin, merchandising expert of the Curtis Publishing Company.

DISPLAY



Attractive display of samples is a great help to a salesman. Not only should the sample itself be clean, fresh, and new-looking, but the sample case as well.

A diamond set in brass would imply that it was glass and worth very little; set in platinum it suggests a flawless gem.

A rich appearing sample case cleverly designed for efficiency, implies that your goods are well worth the price asked.

Every good salesman appreciates and makes use of the power of suggestion whenever he can. Let us send you a booklet—learn how Knickerbocker-designed sample cases help through the psychology of suggestion.

A whole album of ideas in colors will be sent prepaid to responsible firms without obligation, except to return. It shows how we have made special cases for many well known concerns, frequently when they thought it was impossible, enabling them to show samples or miniature models, instead of photographs, thereby increasing their sales.

Knickerbocker Case Co.

"Made Right" Sample Cases—Since 1900

225-235 N. Clinton Street
Chicago

(3234-C)



EDITORIAL COMMENT



Build Your Fences For 1928 This Year

Although most of the bankers and leading financial men are talking optimistically about the continuation of good business through the first half of 1927, some are advising their correspondents and clients to get their affairs in the best liquid condition for the spring of 1928. Perhaps it is only the bankers' characteristic caution and inherent fear of an election year that prompts their warnings. Perhaps they fear easy money may encourage speculation, or that an unfavorable farm situation will ultimately effect business. Perhaps they are worried over the shrinking profits and the steadily declining price curve. But whatever it is, the more far-sighted are passing the word along to "prepare" and the wise sales manager will not let the warning pass unheeded. He will take advantage of the prevailing favorable sales situation to strengthen his sales organization and dig himself in with good advertising. He will analyze his sales costs and be prepared to apply the knife quickly should the need arise. He will build up his mailing lists, weed out the dead wood and complete his coverage. In short, he will do everything that a good general would do on the eve of a critical engagement. He will think victory; he will keep the offensive, but he will build up behind him a strong second and third line of defense so that should the situation turn unfavorable, he will not be caught with his flanks exposed.

Is This the Answer For Butler Brothers?

Ten years ago the stock of Butler Brothers, a Chicago wholesale house doing a national catalogue business, was considered a widow's investment. In 1916 they increased the dividend rate from 12½, which had been paid for ten years, to 15 per cent, and paid a substantial stock dividend besides. Next year they raised it again to 20 per cent, on a capital of \$20,000,000. In 1920 the management sold 100,000 shares of \$20 par value stock to employees at \$40 a share—and the employees jumped at the chance. With a record of forty-eight years of continuous dividends, a surplus of \$13,321,062 and current assets of more than twelve to one, it looked mighty good. It reached a high that year of 62. On December 31, 1926, the stock had fallen on the Chicago exchange to 23. Investors seem to have lost confidence in the ability of the management successfully to meet the growing competition of the big chains. Rightly or wrongly they think the day of the big national

jobber, regardless of whether he sells through salesmen or a catalogue, is over. All that was needed to grease the skids was the statement by President Cunningham that the company had not earned its 12½ per cent dividend in 1926. We are not one of those who see in the stock market's verdict any indication that the big national jobber is passing. But we do believe that the national jobber is in a difficult position, and must expect it to become increasingly difficult, unless he can control his own avenues of consumer distribution. It is the lack of this artery that is choking Butler Brothers just as it has choked other national jobbers. We cannot help feeling if Homer Stillwell were at the Butler helm today that he would organize the thousands of Butler dealers into a great chain, each store owned and operated by Butler Brothers, each following a centrally controlled selling program, each buying and selling the same merchandise at the same price and going their chain store competitors one better! A business that stands still is doomed. To revolutionize the Butler business would take millions of dollars, but money was never cheaper and Butler Brothers' finances, even though its stock is slipping, were never better.

Installment Selling Gets Another Bump

We are informed that Charles E. Graves & Company, the one-time Tiffany of Chicago, after trying installment selling for some time, have found it a sad failure, and are reorganizing their management in the hope that it is not too late to regain the lost prestige and reduced revenue the business has suffered since it became known as an "installment house." Let us hope that this rather costly lesson learned by one of Chicago's oldest jewelers, will not be lost upon the thousands of other retailers who think they see in installment selling the way out of their financial and sales difficulties. Installment selling, within proper limitations, has its good points and without question has contributed much to American prosperity. But as we have repeatedly pointed out in these columns, if it is not closely confined, it might easily become the fuse that will touch off one of the worst panics this country has ever experienced. Jewelry is not one of the things that should be sold on the installment plan. We hope that the jewelry trade papers and jewelry manufacturers will note the Graves experiment and give it the publicity it deserves. They will, if they have a sincere interest in the welfare of their industry—and in the maintenance of national prosperity.

WHAT'S IN A NAME? DECEIT FOUND

The only thing the matter with the firm name of the Gibbons Knitting Mills, Inc., of St. Louis, is the fact that it operates no mills, and consequently, according to complaints of the Federal Trade Commission, is using unfair trade practices in displaying the word "mills" prominently in its advertising matter. This tends to deceive the purchasing public into the belief that the company operates mills, thus saving the purchaser the middleman's profit, the commission avers.

It seems that the company, actually a wholesaler, is trying to disguise itself as a manufacturer selling direct to the trade. The commission invites the company to a party at Washington next month to explain why a cease and desist order should not be issued against it.

SENATE ENJOYS NEW INVESTIGATION

A recent Associated Press dispatch from Washington, headed "Walsh to Start Thorough Probe of Huge Baking Combine," carried the information that Senator Walsh of Montana, abetted by two co-investigators, Borah of Idaho and Deneen of Illinois, have commenced prying into reported combinations of large baking corporations.

This ballyhoo probably struck little fear into the baking corporations themselves, as it is not difficult to recall how little has happened in the three years since Walsh began a similarly press-agented investigation of Teapot Dome oil leases, but it is rather disconcerting to the Federal Trade Commission and the Department of Justice, because both of those bodies yearned to take care of the matter themselves.

It seems that the commission once undertook to investigate the rumors, but dismissed the case because it believed the Department of Justice was looking after it. The department, on the other hand, thought it was in the hands of the commission. Consequently,

both of them lost a much coveted chance to investigate something and the honor fell to a Senate judiciary committee. The chagrin of the commission and the department at passing up so choice a plum may easily be imagined.

The Judiciary Committee has got up a full head of steam and is going to prove various reports surrounding the combination of the Ward, Continental and General baking companies or break a boiler. The chairman of this committee has issued the following enlightening statement, "It appears that both the Federal Trade Commission and the department were misled in dismissing the case and it ought to be investigated."

Credit for singling out the baking industry, as the subject of a nice, enjoyable investigation, goes to Senator LaFollette of Wisconsin, who suggested it.

PAT THEMSELVES ON THE BACK

"With an efficiency never before equaled," modestly declares the American Railway Association, "the railroads of this country in 1926 handled the greatest freight traffic ever offered to them by the shippers of the United States. Operating as smoothly as a well-lubricated piece of mechanism, the great transportation machine of this country has moved this record volume of traffic without transportation tie-ups, congestion or car shortage, except in certain isolated instances of a temporary nature. . . . Because of this prompt and efficient service, the railroads have contributed largely to the placing of business on a stable basis and have enabled business to operate on smaller stocks than has ever before been possible."

The Associated Business Papers, Inc., announces the election to membership of the following papers: Electrical West, San Francisco, California; The Jobber's Salesman, Chicago, and the Restaurant News and Management, New York City.

UNCOVER MARKET BY COVERING LEGS

Hosiery manufacturers believe they have struck a gusher in the discovery that women of the Philippine Islands are beginning to wear stockings. Reports show that in 1925 over \$500,000 worth of hosiery was shipped from this country to the islands, which is something like \$500,000 more than was shipped a few years ago.

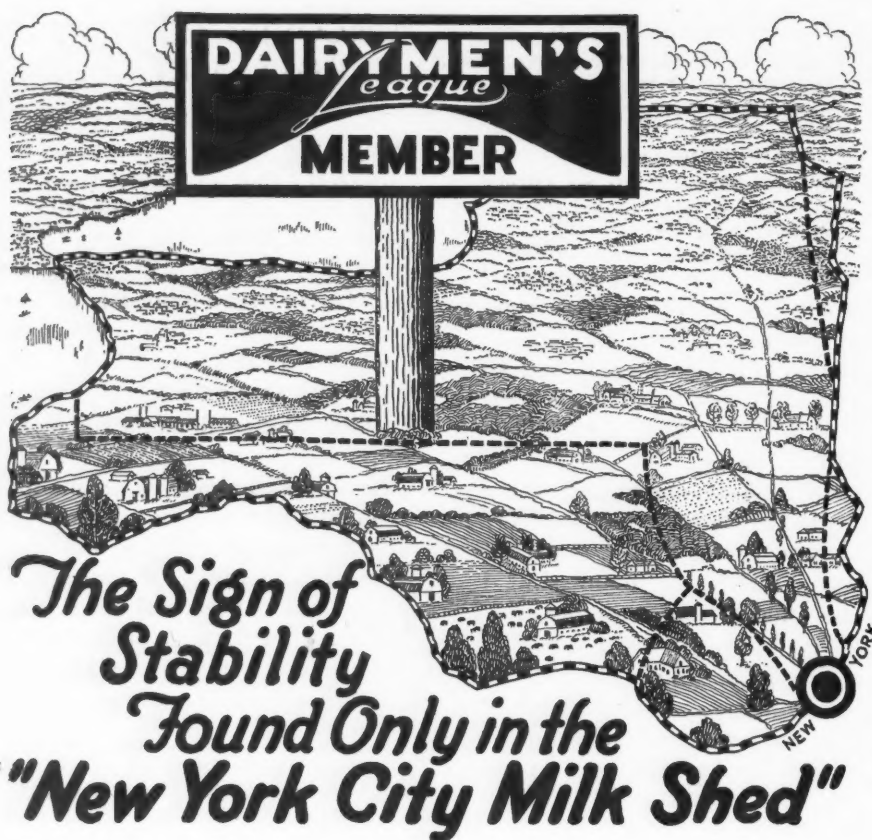
This sudden demand for something to cover the ankles and knees is explained as an inclination among Filipino flappers to discard the old custom of wearing stockings only on state occasions. The younger generation, it is reported, takes to silk and rayon hose with a vengeance, although the elders still go stockingless.

Thus the market for American hose in the Philippines looks exceedingly bright. As more girls learn the attraction of sheer shins, increased sales will be gathered season after season. Thirty-five years of American influence have wrought this change, it is further explained, so it appears likely that in another thirty-five years they'll find out about galoshes.

NEW PLANT FOR SPOKANE PAPER

Work will be begun at once on the new \$250,000 building at the corner of Monroe and Sprague streets in Spokane, Washington, which will house the Spokane Daily Chronicle, the Spokesman-Review and the farm magazines published by this company, the Washington Farmer, the Oregon Farmer and the Idaho Farmer. The new plant will be an addition to the present Review building, and the completed structure will extend the length of an entire city block.

On January 1 the advertising agency, formerly known as the Harry C. Michaels Company, incorporated under the name of Michaels and Heath, Inc. The personnel and address at 113 Lexington Avenue, New York, remain unchanged.



THIS sign is frequently seen in driving through the beautiful country, which supplies New York City with fluid milk for daily consumption. Wherever seen, there is an air of progress and stability. Usually a community leader lives there.

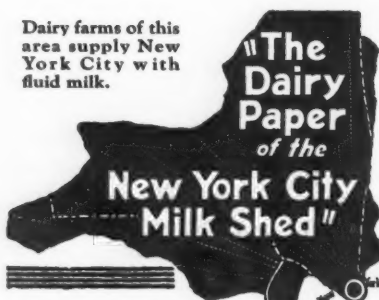
The average member of the Dairymen's League has an investment of some \$200 in this great co-operative organization. Every year, he sells through it several thousand dollars worth of milk. He subscribes to the Dairymen's League News, paying for it the full subscription price. He is nearly always a member of the County Farm Bureau, the Grange and other organizations for community welfare. In short, he is a substantial citizen and a leader among his neighbors.

This community of interest, gives to the circulation of the Dairymen's League News a uniformity never found in papers of a more general nature. This uniformity in buying habits and purchasing power makes the Dairymen's League News supreme in its field.

Through no other medium can you be sure of reaching even half the progressive dairymen of "The New York City Milk Shed." To effectively and economically cover this territory, we recommend that you schedule the "News," together with *one* general farm paper.

A request will bring you Sample Copy and Rate Card

Dairy farms of this area supply New York City with fluid milk.



DAIRYMEN'S
League
NEWS

New York
120 W. 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

TYING UP THE LOOSE ENDS OF SALES

(Continued from page 36)

to the heart of the oil problem, and went into it from many different angles. They were designed so that no matter what kind of machinery the farmer used, he would find some definite information and very likely some recommendation as to what type of oil would bring the best results. Cream separators, tractors (all well known types), greases for wagons and bearings, etc., all were mentioned at some time in the series. These mailing pieces were literally crammed with facts.

Accurate Lists Important

"What makes a good motor oil?" is the headline on one of them. "Three vital tests by which experts judge lubricants," follows, and then it describes these tests. "Four vital points a Ford oil must have," was the topic of another. "For every car, truck and tractor there's a proper Bartles oil," a third declared.

Mailing lists were carefully checked through a guarantee of return postage, and every effort is made to keep the plates up to date and thoroughly accurate. This we regard as an important point in the success of any mailing.

It's difficult to check, of course, just what portion of the increase in our oil sales has been due to the direct mail advertising, but almost every day we have little concrete evidences of the effectiveness of our printed effort.

One Wausau dealer called his salesmen together for a special drive on oil to every farmer during this campaign. The result was that he bought more lubricating oil during the year than in any other of his six years of business with us.

In another case we called on a dealer in Michigan who had a chip on his shoulder and was in just an all-around bad humor with us through some contracts made by a man who had now left him. He said a farmer had told him he could buy his oil direct from us and he was not hesitant in

expressing his opinion of a manufacturer who went into competition with his own dealers. No sir, he wasn't stocking our oil.

"You just don't know what's going on in your territory," we told him. "Wouldn't you be glad enough to sell this man his oil at 80 cents a gallon?" and then we showed him the mail campaign. His interest was then aroused, and he finally came through with an order.

In another case a dealer had had some competing goods on his shelves for a long time which he was unable to sell. Then he had arranged to trade it back to the company for some oil. This oil, in turn, gathered more dust and showed a distressing tendency to linger in the dealer's station. Then a farmer's boy came in with an order for five gallons of oil. The dealer jumped at the chance to unload, filled the boy's order with this oil, and he departed.

A Campaign to Dealers

It wasn't long before the boy came back. "Pa wants the kind in the checkered can," he insisted.

The other campaign (still running) which consists of six black broadsides; was sent to our dealers. Before half of it had gone out, the direct orders resulting had more than paid for the postage on the entire campaign. And these orders were, of course, the kind that were readily traceable.

The big "B," with an arrow running through it is used as our trade symbol in all of our advertising, it appears on our billboards, on our containers, and it forms our metal dealer's sign. Blotters reproducing the outdoor sign are sent to the trade. In this manner we have created a continuity of impression which means that the farmers are not going to forget the brand name of our oil, and they're not going to fail to recognize the source of supply when they see it. We're eradicating the confusion that so often befogs the mind of the consumer as to the identity of one brand among many in the field.

In an article in the next issue of SALES MANAGEMENT, the plan will be described through which we launched a new gasoline.

How Direct Mail can Reduce *Your* Selling Costs!

IT WILL, if you are careful to see that your advertising letters and folders (those printed salesmen that do your missionary work) look fine enough to get your story over.

It goes without saying, you can't get properly prepared and finely printed work at the lowest price; neither is it necessary to pay the highest.

There is a golden mean—it's found in the class of work we are producing regularly for many of the largest advertisers in and around Chicago—and doing it without excessive overhead—doing it invariably at moderate prices.

On this basis solely, may we show you what we have to offer?

The
HENSLEY COMPANY

180 N. Wacker Drive

Chicago

Phone: State 2853

Here's a Job With a Future—

for a sales executive who has
had some experience in
the food line

We need an assistant sales manager to help in handling sales expansion on a quality food product which is nationally advertised.

We prefer a young man who has had some experience in the food industry. He should be familiar with the grocery and the confectionery, jobbing trade, and should know something of trade conditions in the Central States.

He will have charge of men and territories and will have both office and field duties. His headquarters will be in Milwaukee.

This is a job for a man who has ideas and the executive ability to carry them out. And there's an excellent future here for the man with the right capacity.

Write Box L-122, SALES MANAGEMENT

4660 Ravenswood Avenue

Chicago, Illinois



Washington, D. C., Market

Population in trading area, 697,000.

Number of families in trading area, 160,000.

They spend annually—

For food—\$76,502,400.

For clothing—\$36,280,000.

For shoes—\$7,415,600.

For watches and jewelry—\$472,000.

Furniture and home equipment—\$14,208,000.

In this trading area The Times and The Herald have a net paid daily circulation of 106,649. And on Sunday 121,091 with The Big Sunday Herald.

The Merchandising Service Department of The Times and Herald provides surveys in all lines. And market information and complete route lists of wholesale and retail business for the benefit of national advertisers. "A Survey of Washington, D. C., for National Advertisers" is available.

WASHINGTON TIMES

and

The Washington Herald



Profits, Not Sales, Control Our Compensation Plan

(Continued from page 22)

leaves a balance of \$20,000 on which the manager is entitled to a commission. Of this \$20,000, let us figure 70 per cent was new business and the other 30 per cent repeat business. This would make \$14,000, on which the manager would receive 15 per cent, and \$6,000, on which only 5 per cent would be paid. His commission account thus would be:

\$14,000 at 15% = \$2,100

\$ 6,000 at 5% = \$ 300

\$2,400

Incentives Toward New Sales

"Note that in the example above given, the average percentage of commission on business in excess of quota is 12 per cent, an increase of 2 per cent as compared with our old plan. In this particular instance, there is an advantage of \$400 to the manager. The incentive to drive for new sales is shown very clearly in the following figures, giving the average percentage of commissions earned by the manager with various proportions of new and repeat business:

New Business at 15%	Repeat Business at 5%	Average Pct. Commission
50%	50%	10%
60%	40%	11%
70%	30%	12%
80%	20%	13%
90%	10%	14%

"In a territory that is comparatively undeveloped, where only a few systems have been installed, there will naturally be a minimum of repeat business, for this is directly controlled by the number of systems in use. This means that any given volume of business obtained by a manager in such a district will represent a higher percentage of new sales and a greater amount of sales effort than the same volume in an older and better developed district. Consequently, he deserves a larger remuneration for any given volume, which is exactly what the plan insures.

"Settlements of commissions due on gross billings, in excess of quota, are made semi-annually—July 1 and January 1. The settlement on July 1 is for one-half of the commission due at that time, and the settlement in January is in full for the calendar year.

"But as I said before, a man can levy weekly on his commissions through a drawing account. A manager's salary may be, let us say, \$100 weekly and his drawing account \$25 weekly. He gets his salary regardless of the condition of business or of the state of our profits. But he cannot continue getting his drawing account unless his commissions justify it. When a manager takes out as a drawing account during any two-month period, an amount which exceeds the commissions earned during that period, he is notified of this condition of his account. If, at the end of another three months, the commissions paid him as a drawing account, are more than the amount he has earned, then his drawing account is discontinued until such time as the amount that has been advanced to him, as a drawing account, has been covered by commissions.

The Drawing Account

"This drawing account arrangement, it seems to us, is somewhat fairer than the usual drawing account plan. In too many cases, these accounts are discontinued as soon as it is discovered that the man is not earning them. That is hardly fair to the salesman. He may be in a temporary slump or he may be sowing seed that may not ripen into fruit for several weeks. If his drawing account is cut out arbitrarily, it cannot help discouraging the salesman.

"We believe our plan is better. According to it, a manager has to fall down on his earnings for two months before he is notified of his

deficiency. Then he has three more months to make good before the account is discontinued. That gives him time to plant his seed and reap his harvest, before the "stop-loss" plan is put into effect. It is always a serious mistake to be too hasty in applying the ax to any faithful employee's meal ticket.

"You may wonder why we make a standard practice of allowing a small drawing account, and in fact make a point of including this compensation factor in our arrangement with each manager even though he doesn't request it. Our reason for this is the psychological effect on the manager's work of the cutting off, actual or threatened, of the drawing account, however small. If a man receives a salary of \$80 a week and a drawing account of \$20 a week, you may be sure that his living arrangements are gaited at a \$100 a week tempo. The withholding of even so small an amount as \$15 or \$20 from his weekly pay check makes a vast difference to him, and this difference is not entirely a monetary one. His pride in his ability to hold his own with his fellow managers may be counted upon to spur him to greater effort to avoid what he considers almost a personal disgrace."

Protecting Profits

I interrupted Mr. Snodgrass at this point to ask him to explain how his system protects the company's profits. "I am coming to that," he replied. "It has been necessary to explain our whole compensation plan in order to make understandable our profit arrangement. Of course, I have already outlined how we make business men of our managers by giving them a selfish reason for holding down the expenses of their offices to as low a level as is consistent with good judgment. Since expenses have a direct bearing on the net profits of the business, any plan that keeps expenses in check, also contributes to profits. Therefore, when a manager watches his expense account with the idea of keeping the point at which his

commissions begin within an attainable distance, he at the same time watches the company's profit account.

"But we do more than that. In the contract of each manager, it is stipulated that his office must show a gross profit of 35 per cent. In the written agreements that were given to the managers outlining the new compensation plan, the following explanation was made of this profit provision:

No commissions will be paid to any branch office manager in excess of the maximum figure stated in his written agreement, unless his gross branch office profit shall amount to 35 per cent or more, except that where the amount required to make up the difference between 35 per cent gross branch office profit and the actual percentage of profit earned, shall amount to less than the total commissions, then a sufficient portion of the commission will be used to build up the branch office gross profit to 35 per cent and the balance will be paid to the manager.

Setting Quotas

"Naturally, the maximum figure agreed upon depends on the size of the office. In a typical case, this figure would be \$7,500. Where that is the maximum amount, a manager would not get more than \$7,500, unless he makes 35 per cent gross in his office. He would not get more than this amount regardless of the size of the commissions he earned. The commissions that he earned above \$7,500 would be used to build up the profits of his office until the percentage required by the company had been accumulated. If there were still some commissions due the manager after this gross profit has been satisfied, they would be given to him in addition to the \$7,500.

"This plan is automatic and self-leveling. By reason of it, the company is sure of its gross profit, with a normal volume of business. Thus, the manager is forced to be an all-around executive or, in other words, a good business man.

"Perhaps one of the most important features of our plan is the fact that it appeals to the managers' sense of sportsmanship and fair play. We ask him to take part of the gamble with us. If his record is just normal he is about

The Year Book of Direct-Mail Advertising

Let us send you this 182-page magazine of Direct-Mail Advertising and Selling Ideas

THE October, 1926, issue of POSTAGE, dedicated to the Ninth Annual Direct-Mail Convention in Detroit, October 20, 21 and 22, has been acclaimed by Charles R. Weirs, President of the Direct-Mail Advertising Association:

"A distinctive achievement in the publishing field and an important contribution to the success of Direct-Mail work."

It is a 182-page magazine containing 54 articles on all phases of Direct-Mail Advertising and Selling. In it is information on every product and service which Users and Producers of Direct-Mail can successfully employ. It is the most complete Direct-Mail magazine ever published—the Year-Book of Direct-Mail Advertising in every sense of the word—a gold mine of Advertising and Selling Ideas. One idea may be worth hundreds or thousands of dollars in your business. If you have anything to do with Advertising and Selling, do not miss reading this number.

The single copy price is 50c. If you like the number well enough to subscribe for a year at \$2.00, the charge of 50c will be cancelled. If you do not think it is worth 50c, You PAY NOTHING. You are the sole judge. May we send you a copy?

POSTAGE

The Magazine of
Direct-Mail Advertising and Selling
18 East 18th St., New York City

Just Pin This Coupon to Your Letterhead
Send No Money Now

POSTAGE

18 East 18th St., New York City

Yes, you may send me a copy of the October, 1926, issue of POSTAGE. You are to submit a bill for 50c. If I like the magazine, I will pay your bill for the sample copy, or perhaps subscribe for a year—12 issues—at \$2.00. Otherwise, there is to be no charge. Use address on attached letterhead (or the following):

Name.....

Firm.....

Address.....

City..... State.....

Autopoint

The Better Pencil—Made of Bakelite
Write for our new plan to build your business bigger

AUTOPOINT COMPANY
4619-25 Ravenswood Avenue, Chicago

PHOTOSTATS Reproductions of testimonial letters and other data must be attractive in appearance to be most effective. Write for examples of the special methods we use to make distinctive Photostats with deep blacks and clear whites.

COPY SERVICE CORPORATION
218 North LaSalle Street, Chicago

An organization providing a complete service in Outdoor advertising through advertising agencies

NATIONAL OUTDOOR
ADVERTISING BUREAU

INC.
NEW YORK CHICAGO DETROIT

WE NEED FOUR GOOD MEN

IF YOU can qualify for one of the four positions enumerated below, and want to associate yourself with a young, conservatively managed, yet very aggressive publishing business—with an opportunity to be taken into partnership when you have proved yourself—here is the opportunity. Tell me about yourself—your ambitions—your experience—your idea of a starting salary. Then, if possible, a personal interview will be arranged at our expense.

1. Assistant Sales Manager

able to understudy in the management of a sales force of twenty-five men. Should have experience in selling an intangible by mail. Must be able to handle a volume of sales correspondence. Experience in working with salesmen, and ability to sell personally would be valuable, but *must* be a good promotion man—and a bear for detail. If you are one of those temperamental fellows, or have no patience for doing little things right, save your stamp.

2. Manager of Mail Sales

able to assume responsibility for selling by mail a quarter of a million dollars in books, services and sales helps this year. Must understand mailing lists, how to compile them and maintain them. Experience in one of the large publishing houses would be helpful, so would experience selling advertising or subscriptions by mail. Must also be a good executive as he will have to manage twenty-five people. A position that holds wonderful possibilities for a man who can show results. Knowledge of a sales manager's problems absolutely essential.

Two Good Salesmen

one for New York and one for Minneapolis. We want men able to call on sales managers and meet them on an equal footing; men who understand their problems and can intelligently show them how Dartnell products and services will increase sales. These are both straight commission jobs, but an established territory will be turned over to you and commissions advanced at the end of each week's work on all orders accepted. Every customer you put on the books will pay you a continuous income as long as you stay with the company. It is high-grade work that brings you in contact with the best minds in the sales world—and you will be backed up by a house of the highest standing among sales managers. Men who have sold advertising agency service do especially well at this work and like it better.

The Dartnell Corporation was established in 1917. It has grown steadily each year. Its 1926 sales were approximately one million dollars. It publishes a specialized service for sales executives, SALES MANAGEMENT magazine, books and reports relating to selling, various kinds of sales stimulation material for a sales manager's use, a weekly news-bulletin for salesmen, etc. It owns its own building in the Ravenswood district of Chicago, has offices in New York, Cleveland, and Toronto, and employs 200 people. Assets exceed \$300,000. No debts except current bills. If you want to work for that kind of an "outfit," write (please don't call):

J. C. ASPLEY, President

The Dartnell Corporation
4660 Ravenswood Avenue, Chicago
19 W. 44th Street, New York

as well off as he would have been, under our old arrangement. But he has every incentive to put the very last ounce of energy into his work, for any increase over a normal business will bring him increasingly handsome returns—much greater than he would have secured under our old plan, with the same increase in business. On the other hand, is the very healthy effect on the man who is chronically inclined to let down every so often. Under our plan, this man knows that any drop in his business below a normal level is going to result in a serious curtailment in his income, for he cannot continue to draw both his salary and drawing account without showing cause.

Plugging Expense Leaks

"You have perhaps noticed that I have consistently referred to 'gross branch office profit' rather than 'final net profit' and for this reason. The executive staff at our home office is responsible for the general administration of company affairs on an efficient and economical basis. The local branch manager has no control over such factors as home office salaries, rent, general advertising (not direct-by-mail), income tax, and so on. It would, therefore, be unfair to base his compensation on a plan which included these factors. It is easy enough for us to estimate the percentage which should be allowed for general administrative expense. By adding that percentage to the percentage of net profit which we wish to attain, we arrive at the percentage of gross branch office profit which we require our managers to secure—failing in which, their earnings cannot exceed the "stop-loss" figure which we have set for them.

"There is still another provision in our arrangement which is worth noting. It is a further example of how our plan makes it obligatory for the managers to watch every detail of their offices. A certain percentage of our billings to customers include the cost of the labor of installing the dictograph interior telephones. The manager, in giving a price to his

prospects, must estimate this labor cost. There is quite an opportunity here for waste. A manager may under-estimate and lose on his labor figure. Or his foreman may handle his men in such a way between jobs that a lot of time is lost. To prevent as much as possible this loss in our business, the new plan credits the expense account of each branch office with all labor savings and charges it with all labor losses.

"In other words, a manager's expense account is charged with labor losses just as it is charged with any other expense. Labor losses increase the manager's quota and thus cut into his commission possibilities. On the other hand, if a manager handles his labor so efficiently that he makes a saving on it, this extra profit is used to decrease the general expense account of the office.

"Quite possibly, this plan is not ideal, but it goes a long way towards overcoming the difficulties mentioned at the beginning of this article. The plan has been in operation only a short time, but it has more than satisfied our expectations."

RICHMOND AGENCIES FORM COUNCIL

All the advertising agencies of Richmond, Virginia, six in number, met on December 20 to form the Advertising Agency Council of Richmond. The purpose of the council will be "the establishment and maintenance of a code of standard practices for advertising agencies in Richmond, the increasing usefulness of advertising agencies to Richmond advertisers, and action leading to the formation of a council of all of Richmond's leading advertisers."

The code of standard practices is being drafted and will be put into effect shortly after the first of the year. Ralph L. Dowbrower was elected chairman for the coming year.

The Muffets Corporation, Buffalo, New York, manufacturer of Muffets, a cereal product, has appointed the George Batten Company, Inc., to direct its advertising, effective immediately.

ARE YOU WORKING YOUR MARKET?

(Continued from page 23)

The experience of the various typewriter companies with portable typewriters is too well known for comment here, except to say that the portable machines at \$50 will, in a few years, be as common in the average home as a floor lamp or a bathtub.


One of the reasons for the leadership in ventilating equipment of the Ilg company is due to their foresight in going after the farm and residence business early in the history of their company. Even though there was still a vast untouched market among industrial users, this company wisely began cultivating the wider market while many other companies were content with what they considered the major or primary market.

No sales program is complete without a careful analysis of future demands and future markets. John H. Patterson of cash register fame always considered his future demands department one of the most important in his business, and as everybody knows, his leadership in this field has never been seriously challenged because he was always one step ahead of the others, and because he always had a new machine ahead of the apparent demand for it.

MARSHALL TO HEAD MAIL ADVERTISERS

At the annual meeting of the Chicago division of the Mail Advertising Service Association, International, the following officers were elected: Robert G. Marshall, president; Seymour S. Winberc, vice president; R. M. Richards, secretary; Mrs. M. H. Emery, treasurer, and Joseph H. Robinson, Charles von Weller and L. S. Allen, directors.

The Deltex Rug Company, of Oshkosh, Wisconsin, has appointed the New York office of Edwards, Ewing and Jones, Inc., to direct its advertising account.



PICTURING - TELLING - SELLING
Your product rightly pictured — Your story rightly told — And sales are certain

In this, *real* retouching and *good* plates are of first importance—the *Superior* kind. The above reproduction is typical. It tells and sells.

PICTURING - RETOUCHING - ENGRAVINGS
 Complete details of Complete *Superior* Service if you will call or write

SUPERIOR ENGRAVING CO.
 215-217 West Superior Street, Chicago, Ill.
 Telephones Superior
 1013 - 1014

“when we laugh we think”

A COMMON CHARGE made against Americans is that we don't think enough—the brain has been called the “lazy member”—we are apt to judge by our feelings rather than by careful thought.

To help salesmen think more, to cause them to analyze, so as to improve themselves as salesmen, a series of illustrated letters has been created around a fictitious salesman known as “Happy Sayles.” These letters are fifty-two in number, one to be mailed out each week.

The salesman will laugh at the trouble “Happy Sayles” creates, but in laughing he will be induced to think, “Perhaps I am guilty of the same thing.” A single set sells at six dollars, prices lower in quantity lots. Send for the story of “Happy Sayles.”

THE DARTNELL CORPORATION
 4660 Ravenswood Avenue :: CHICAGO, ILLINOIS

Bond Bread

The story of this master creation of 43,040 housewives is consistently told to the thousands of housewives on the Mississippi Coast through the resultful advertising columns of The Daily Herald.

Bond Bread is but one of the nationally advertised food products represented in The Daily Herald. If you have something to sell to the housewives of this prosperous, inviting territory—"go thou and do likewise"—



THE DAILY HERALD
Gulfport Mississippi Biloxi
GEO. W. WILKES' SONS, Publishers

"Universal" Multi-Wing Displayors and Bulletin Boards

Are Used in Every Field of Human Activity



For Showing
Merchandise
Samples, Maps,
Charts, Photos,
Printing, Etc.

We Manufacture
Multi-Wing
Displayors
for Every Line
of Business

Write at once for illustrated catalog No. 19S.

UNIVERSAL FIXTURE CORP.

133-135-137 West 23rd Street
NEW YORK CITY

Is the Automobile Industry Facing a Crisis in Selling?

(Continued from page 17)

There is no place to park it, no place to drive it, and scarcely any place to store it. Garage rents are going higher, taxes are mounting and stop streets are becoming so numerous it is virtually impossible to drive more than a block or two without stopping for lights.

During summer, speed traps, where grafting officials prey on motorists, are numerous. Every little village has a different set of parking, driving and traffic regulations. There are so many foolish laws that the good laws and regulations are disobeyed as flagrantly as the foolish ones.

Deaths due to automobile accidents are rapidly increasing. With typical "I will" spirit, apparently seeking to be "bigger and better" in deaths as well as everything else, Chicago motorists will just miss killing a thousand people in 1926. Doubtless the number will go above a thousand in 1927. Other cities are close behind.

When Sales Resistance Tightens

What has all this to do with the sale of automobiles? Just this. It is rapidly becoming more of a burden than a pleasure to own and drive a car. Crowded roads and streets, high taxes, exorbitant repair costs, heavy insurance fees, the constant danger of accidents, traffic tangles and "run-ins" with officers, are making driving a nuisance and a task.

Automobile manufacturers may shrug their shoulders at these problems and dismiss them with a wave of the hand by saying that the automobile is a necessity and a vital need in the country's transportation system. They may say that people will buy cars as long as people want to go to places. Which, of course, is true. But people will cease wanting to go to places if it is more trouble than the trip is worth. They will find other pleasures and other means of transportation if

automobile journeys become too irksome.

The much discussed saturation point probably will never be reached so far as the capacity of the country to consume automobiles is concerned—unless the manufacturers crowd cars on the streets faster than it is possible to absorb them. And it appears that the industry is bent on doing that very thing.

Reports from leading manufacturers show that 1927 will be a year of frantic sales effort. Wars and rumor of war are abroad in the land. It is rumored that one company is girding itself to put another company out of business—that so and so has outlined the greatest sales and advertising campaign in his history—that another is preparing to outstrip all competition. Sales, sales and more sales is the cry of the industry. Cut prices, easy terms, sell cars to everybody and anybody, seems to be the slogan of the entire industry from the biggest manufacturer down to the smallest dealer.

And the Traffic Jam Thickens

Here we have the spectacle of a vast array of capital and brains bending every effort to complicate motoring further by filling the streets with more and more cars. A mighty effort—an effort that brought a 16 per cent increase in sales in 1926 and that will perhaps bring another similar increase. Contrast this vast effort to sell more cars with the puny effort to make driving easier, safer and less expensive. It is years behind. The effort to sell more automobiles is years ahead of the effort to provide a solution to traffic problems.

Isn't it about time the automobile manufacturers stopped this mad drive for more sales and devote some of their time and attention to bettering driving conditions, improving service, fostering better repair shops, garages and service stations?

It is easy to say that any one manufacturer's effort would be a drop in the bucket. It is easy to say that a manufacturer would be a fool to devote any of his sales and advertising appropriation to the general betterment of the industry, only to leave other manufacturers to reap the benefit. But somebody has to make a start.

For example: suppose one powerful automobile manufacturer would devote the major part of his 1927 advertising campaign to the promotion of simple courtesy and common sense in driving. Everybody knows that a man may be a perfect gentleman in his home or office, but a veritable boor when he gets a wheel in his hand. He will speed, cut in and out of traffic, ignore stop streets, and insist on crowding ahead when there is a traffic jam. Lack of common courtesy in driving is perhaps responsible for as many accidents as any other one thing. The mad desire to get ahead of the other fellow—the craze for speed, and the unwillingness to stop and let another driver cross the street or edge into a traffic line, all these crazy driving tendencies of the average automobilist are responsible for a lot of the chaos that attends traffic today.

Drivers' Courtesy Needed

Every man thinks the other fellow is at fault. Every driver thinks the other driver is trying to do him dirt. There is a general lack of courtesy and common decency in driving, all because a few morons will not drive courteously.

The right sort of an advertising campaign could arouse so much sentiment against foolish, careless and discourteous drivers that the few morons who are the leading violators of decency and common sense in driving, would be forced to mend their ways or get off the streets. The trouble today is that people who take chances, drive too fast and violate traffic regulations are looked upon, not with scorn and derision, but with a sort of tolerance that is akin to worship.

Manufacturers advertise cars that will make seventy and eighty miles an hour, drivers boast of

Sales Contests Made to Ring the Bell EVERY TIME

MY PLAN is not one that means a mere flash in the pan—it is a definite, proven method for keeping up sustained effort on the part of *all* your salesmen, from the youngest cubs to the aces of your staff.

When
You
Think
of Sales
Contests
Think of
HOTTE

Whether you are now using a sales contest or are contemplating one—I have a real message for you. Your inquiry places you under no obligation. It may bring you BIG RESULTS.

Attach coupon to your letterhead

GEORGE HOTTE,
Jackson Bldg., Buffalo, N. Y.

DEAR GEORGE: Your plans sound good to me—show me how you can help keep our salesmen always "following the ball"—and we'll talk turkey.

Name _____

Address _____

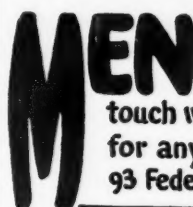
TOYCO Promotion BALLOONS



Toyco Promotion Balloons have a powerful child appeal. Ask us how to hitch this force to your sales.

Business Idea Dep't.

The TOYCRAFT RUBBER CO.
ASHLAND, OHIO



Wm. L. Fletcher Inc.,
can put you in
touch with THE RIGHT MAN
for any worth while job
93 Federal St. Boston, Mass.

LITHOGRAPHED LETTERHEADS

Produced in Black Ink on
No. 1 20-LB. WHITE BOND

\$1.20 Per Thousand

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads.

Send for lithographed samples of companies whom we are serving.

100 M or over \$1.20 per M 25 M lots \$1.45 per M
50 M lots 1.25 per M 12½ M lots 1.70 per M
[Minimum quantity 12½M]

Engravings made at actual labor cost

PEERLESS LITHOGRAPHING CO., Inc.
1718 No. Robey Street, Chicago, Ill.

Leaders in Advertising Look
on This New Magazine as

A TEXT BOOK OF SUCCESSFUL PLANS



THIS is a magazine for executives—one that presents good, adaptable ideas on all the phases of advertising and selling; copy, media, markets, research, illustration and distribution. No school-boy stuff here, but actual experiences told by experts—tested and proven campaigns, follow-ups and record systems.

Every two weeks this new kind of magazine brings the latest practical plans to your desk. You will learn to refer to it continually—many times you will find the answer to the sales question that has been puzzling you.

Send the
Coupon Now



Advertising and Selling,
9 East 38th Street, New York City.

Please enter my subscription. You may bill me at \$3.00 a year (26 issues) after I have received the first issue.

Name _____

Address _____

City _____ State _____ 1-27

HOTEL BALTIMORE

KANSAS CITY

**ROOM
TARIFFS**

Room without Bath—
\$2.00 and up

Room with Bath—
\$2.50 and up

Double Room with Bath—
\$4.00 and up

**MARBLE
COFFEE SHOP**

Table D'Hote
LUNCH ~ 35¢

DINNER ~ 85¢-1.25
also
A la Carte Service

record-breaking trips, in which speed laws are thrown to the winds. People take an insane delight in hogging the road, and boasting that not another car passed them on a trip. It is this attitude which, if not corrected, will slow up sales, add to the number of foolish laws, increase insurance rates and finally break down the patience of the public and result in an intolerable situation that will put a damper on the development of the entire industry.

One manufacturer couldn't correct it alone, but one manufacturer can start a campaign that will result in a vast improvement. I don't mean that the manufacturer can start a campaign that will lead to immediate improvement, but his campaign will enlist other manufacturers and other interests in taking up the work. The combined efforts of the industry working to this end would bring about a vast improvement.

What Could Be Done

Here are some of the things the automobile industry could do to make driving less a task and more a pleasure: (1) Promote a campaign for greater courtesy, and more common sense in driving. Millions of drivers actually don't know how to drive with care and common sense, but they can be taught. (2) Spread the news of sensible traffic regulations, and fight foolish traffic laws. (3) Foster better engineering of roads, streets and crossings by arousing the public to take a greater interest in road and street improvements. (4) Get behind a national movement for the standardization of traffic signs, road markers, and driving regulations. (5) Begin a campaign of education among owners of shops, sales rooms, service stations and salesmen which will teach them how to service cars more economically, and to take better care of automobiles. No other industry under the sun that approaches the automobile industry in magnitude, renders such poor service to users. Not one garage or shop or service station in a hundred gives service that approaches efficiency. One of the first steps in

this campaign should be to educate the public to expect and demand better service. Owners have become so accustomed to poor service that it is taken for granted, but if the public were taught to demand better service, it would improve almost automatically.

Accomplishing any one of these things may seem at first glance to be a gigantic task. But the automobile industry is a gigantic industry. It is accustomed to thinking in millions; accustomed to doing enormous things. It is no less of a task than has been pushed to success by the work of the Portland Cement Association, the Save the Surface Campaign Committee, or the American Tuberculosis Association.

A Vast Field for Work

For a start, let some manufacturer devote a part of his advertising space to suggestions for better driving. Each advertisement could include a short, concise but practical suggestion. Shortly after the campaign got under way, newspapers would begin commenting on it; automobile clubs would begin helping; various organizations would join in. The manufacturer would earn a huge amount of good will and would become the most talked of manufacturer in the industry. Gradually the campaign would gain momentum, just as the railroads' campaign for Safety First gained momentum and resulted in a vast amount of public good will and cooperation which brought about a vast decrease in railroad accidents. Somebody had to start the Safety First Campaign. At first it looked like a puny effort and an impossible task. But it gained interest and momentum until it became a powerful influence. A newspaper publisher whose little daughter was hurt in a Fourth of July accident started a campaign that eventually checked the annual massacre of children on the Fourth of July. When the Save the Surface campaign was announced, people laughed when the paint manufacturers said they were going to double the industry's sales—but sales doubled before the time set.

Food Manufacturers to Get Certificate of Merit

ANNOUNCEMENT of a certificate of merit to be awarded the American food manufacturer who has made the greatest contribution to the food field as a whole during 1926. The certificate will be awarded by the "American Food Journal" and nine disinterested judges have been appointed to judge the detailed reports submitted by the various organizations who desire to enter claims.

Manufacturers will be invited to submit reports of what their organizations have accomplished in (a) research; (b) education of the public tending toward improvement of the national dietary; (c) constructive advertising.

Judges on the Awards

The jury of award is divided into three sections, as follows:

Section to judge reports on the basis of accomplishments in research: Chairman, Dr. E. V. McCollum, Johns Hopkins University. Associates: Dr. Lafayette B. Mendel, Yale University; Dr. Icie Macy, Merrill-Palmer School.

Section to judge reports on the basis of accomplishments along the line of popular education: Chairman, Dr. Walter H. Eddy, Teachers' College, Columbia University. Associates: Prof. R. Adams Dutcher, School of Agriculture and Experiment Station, Pennsylvania State College. (One other name to be announced.)

Section to judge reports on basis of constructive advertising: Chairman, C. K. Woodbridge, President, International Advertising Association. Associates: Professor Hugh E. Agnew, New York University; John G. Jones, Vice President, Alexander Hamilton Institute.

The perfect score will be 9 points. Each report will be judged according to accomplishments on three main points: Research, Improvement of National Dietary through Education, and Constructive Advertising.

Each main point divides in three, thus giving each section of the jury opportunity for apportioning credits according to votes of its members.

Votes of the jury of award will be final. The "American Food Journal" takes no part in the voting, but merely offers its pages for telling the story of the progress of the project.

The section dealing with accomplishments in research will be asked to judge reports on three special points, the rating for each to be decided according to vote:

1. Accomplishments in helping to uncover facts regarding chemical composition of products manufactured. This may be accomplished either by the plant chemist or by consultation with outside laboratories.

2. Accomplishments in improvement of processing so as best to conserve food values.

How Awards Are Made

3. Accomplishments along the line of helping the commercial division of the food field to appreciate and profit by the work of original workers in the laboratory.

The section dealing with accomplishments tending toward improving national dietary habits will be asked to judge and rate reports on these points:

1. Accomplishments in helping to demonstrate the value of an all around mixed diet. As for example, educational publicity featuring bread and milk; meat and vegetables, and so on.

2. Accomplishments by means of establishing scientifically trained educators as members of their organizations. As for example, those who function as directors of home economics work or other similar activities.

3. Accomplishments in helping to combat the pernicious influence of food fads. As for example, through distribution of sound and carefully checked publicity material.

Get Into British Markets

A "SALMANGER DESK COMPANION" is the key to open the door of trade with Britain and is invaluable to the Sales or Advertising Manager who is seeking a British market for his product.

MAP OUT YOUR TERRITORIES

with an accurate knowledge of FACTS and FIGURES relating to the areas.

SALMANGER gives you all the data necessary for an intensive Sales or Advertising campaign.

CONTAINS

MAP OF LONDON with POSTAL DISTRICTS, MAP OF THE BRITISH ISLES, beautifully coloured, with county boundaries well defined; A GAZETTEER of GREAT BRITAIN and IRELAND with towns and villages arranged in alphabetical order under their respective counties, their manufactures, early closing and market days and populations; DIARY for appointments; COMPARATIVE SALES AND EXPENSE RECORDS for Day, Week, Month and Year; SALESMEN'S COST, TURNOVER, EXPENSE and SALES ANALYSES, PROGRESS CHARTS, etc.

PRICE: \$7.00, POST FREE

To be obtained only from the Publishers:

SALMANGER MAP CO.

Grove Park, London, S.E. 12. 12 Paternoster Row, E.C. 2 ENGLAND



This Imprint

on your Direct Mail identifies it as having been designed for a definite purpose. The craftsmanship in the product of this organization would remain as high without an imprint. It is our "pride mark."

When you see the difference, and the greater results, you will be glad you employed

The
Acorn
Press

OMAHA, NEB.

Creators, Designers and Printers of Quality Direct Mail



7

AVERAGE ONE BITE OF CANDY A DAY

Relative sizes of mouths evidently weren't taken into consideration by the National Confectioners' Association when that body recently announced publicly that candy consumption is moving along at the rate of one bite a person a day. One man's bite is just as big as another's for statistical purposes.

This interesting estimate was brought to light when members of the confectionery trade disclosed plans for an \$800,000 co-operative advertising campaign, designed to educate the public to the benefits of candy and to allay prejudices that it may be fattening, injurious to teeth or harmful to children. "Few people know what candy really is," declared the keynoter of the convention. "We hope to make the general public understand the facts, for where there is ignorance there is prejudice."

GROCERS AND DRUGGISTS ON THE OUTS

Grocery jobbers are viewing with alarm the possibility that druggists will take patent medicines away from them by influencing the passage of legislation making it unlawful for anyone except registered pharmacists to sell ordinary household remedies and proprietary medicines. The jobbers are basing their argument, as usual, on the fact that they have "handled this business for years," evidently believing that such a circumstance is enough to show anybody why they should keep on handling it.

The grocers consider this action the last straw, since the drug stores have already invaded grocery and restaurant fields, and to add insult to injury by trying to restrict the grocers, according to them, is too much.

Albert Lemieux, formerly sales manager of Fournier Shoe Manufacturing Company, has joined the staff of the Montreal office of Norris-Patterson, Limited, advertising agency.

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES for new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

SALESMEN WANTED

YEAR ROUND LINE, NO COMPETITION. Permanent income. Oldest, largest, most reliable house in field. Bigger profits. Souvenir Pencil Co., Dept. B8, Cedar Rapids, Iowa.

POSITIONS WANTED

20 YEARS WITH TWO FIRMS, from salesman to branch manager, then sales manager, is the record of an executive now available. Experienced in such lines as gas appliances, washing machines, heating appliances, plumbing supplies, etc. Can show record of sales accomplishments with these two manufacturers of national reputation. Chicago proposition is preferred (or immediate vicinity) because it is not advisable to go away far from real estate interests. Therefore, will consider high grade branch proposition. Wants position with good future possibilities. Still a young man, although thoroughly experienced. Box L-114, Sales Management, 4660 Ravenswood Ave., Chicago.

REPRESENTATION

REPRESENTATION—IF YOU HAVE AN article of merit, either staple or specialty, to be sold to stores, and are not represented in Western Canada, we could show you a good volume of business. Our selling organization has been in Saskatchewan for twelve years, consequently we have a wide connection. References both in the U. S. and Canada gladly furnished. Box K, 124, Sales Management, 4660 Ravenswood Ave., Chicago.

PATENT ATTORNEYS

INVENTORS WHO DERIVE LARGEST profits know and heed certain simple but vital facts before applying for patents. Our book Patent Sense gives those facts; free. Write Lacey & Lacey, 668 F St., Washington, D. C. Established 1869.

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"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG